

JANUARY

1910

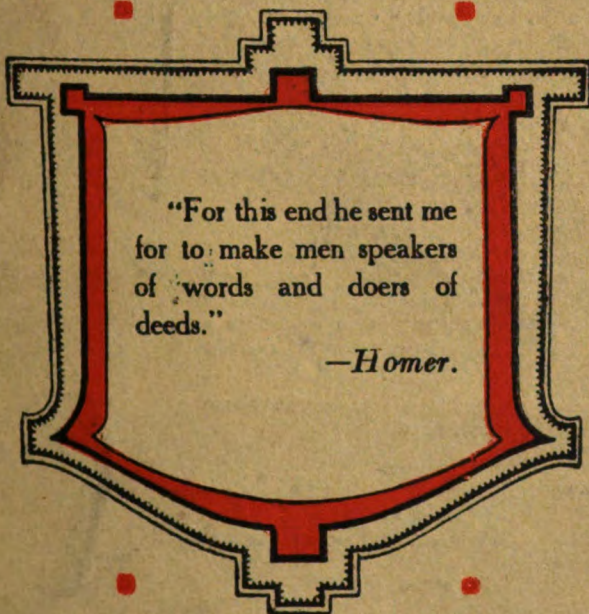
PRICE 2

DEC 15 1909

Green Lib.
SHeldon's

BUSINESS PHILOSOPHY

AND SALESMANSHIP



SHeldon · UNiVERSITY · PRESS
LIBERTYVILLE · ILLINOIS

IN VIEW of the general raise in watch prices and the current newspaper reports, as here shown, we desire to state to American consumers on behalf of the high-grade Ingersoll-Trenton and the low-priced Ingersoll Watches (comprising over 50% of the watches made in the United States) that we were not parties to the action of the combined watch manufacturers in securing the increased duties in the Payne Tariff Bill and advancing the prices of watches.

A petition to Congress asking for higher protection signed by practically every other manufacturer was presented to us and we declined to sign because we did not desire to raise our prices and did not believe it fair to the consumer to ask for upward revision of watch schedules.

In 18 years we have made nearly 20 million watches. Our prices have always been made as low as possible, based upon cost of manufacture and not set as high as the tariff would permit. We believe that our interest lies in adhering to the prices and methods which have given our product a larger sale than all others in this country combined.

Our prices have always been published broadcast and marked on each watch-box, making over-charge impossible instead of being sold at different prices in different stores so that increases could not be recognized.

We have never sold our product lower in England or Canada than in the United States as others have done, but we sell 2000 watches daily in Europe in competition with the world at *higher* than our American prices. We have never raised our prices but have periodically lowered them and at the same time have always produced higher quality than all competitors. We were the first to guarantee a watch; the first to establish uniform selling prices, and the first of our class to sell watches complete in cases.

These are significant statements to the man who wants the full value of his money in watches.

Ingersoll-Trenton

The best 7-jewel watch

\$5 12. solid
nickle case

\$7 in 10 year gold-
filled case

\$9 in 20 year gold-
filled case

The Ingersoll-Trenton is the competitor of all other fine watches. It has a strictly high-grade movement, but without unnecessary jewels. It contains 7 ruby, sapphire and garnet jewels protecting the points of principal wear, and will give 20 years of service.

Its movement is of the bridge-model construction found only in the very finest of other makes. It embodies every essential feature that are found exclusively in the most expensive American movements.

Only responsible Jewelers sell the "I-T"

Just go to any responsible jewelers and examine the "I-T" side by side with other good watches. It is sold only by dealers competent to repair it and who will sell it at the moderate prices advertised by us. If not locally obtainable, sent prepaid by us. Booklet "How to Judge a Watch" free on request.

Ingersoll Watches \$1.00 to \$2.00

Ingersoll Watches are made in a variety of styles and sizes to answer the requirements of men, women and children. They are reliable time-keepers and fully guaranteed. Sold by 60,000 dealers throughout the country or postpaid by us. Booklet Free.

ROBT. H. INGERSOLL & BRO., HOME OFFICE 219 FRANKEL BLDG., **NEW YORK**

New York Times, Sept. 21

**WATCH PRICES UP;
TARIFF AIDS TRUST**

Big Manufacturers All Over the
Country Advance Rates by
About

Chicago Tribune, Sept. 18

**PRICE OF WATCHES
UP WITH TARIFF**

Elgin and Waltham Compa-
nies Announce Increases
Following "Revision."

PRICE OF WATCHES ADVANCED.
Waltham, Mass., Sept. 20.—In conjunction with
other Eastern watch manufacturers, the Waltham
Watch Company to-day advanced the price of
watches and cases. The advance is understood to
average about 7 per cent. This action by the East-
ern manufacturers follows an advance by leading
Western manufacturers last week. The prevailing
high price of materials is given as the reason for
the increase.

Note "I-T" Monogram
on Dial



CONTENTS

JANUARY, 1910

A. F. SHELDON, - - - - - EDITOR-IN-CHIEF
THOMAS DREIER, - - - - - MANAGING EDITOR

	Page		Page
The Business Philosopher for 1910		"Confidence" and Customers'	
Robert Marion La Follette, - FRONT.		"Kicks," BY GEORGE H. EBER-	
Editorial, BY A. F. SHELDON	801	HARD - - - - -	844
St. John's Military Academy, A		The Square Deal as An Asset,	
Fighter's Reward, BY THOMAS		BY HENRY EDWARD WARNER -	845
DREIER - - - - -	805	Physiognomy as a Business Asset,	
The Modern Pace, BY HERBERT		BY GERALD E. FOSBROKE - -	848
KAUFMAN - - - - -	812	Mouth to Mouth Advertising, BY	
Putting Your Heart Into Your		H. W. FORD - - - - -	850
Work, BY GEORGE W. WILKIE	813	The Cost of Crime, BY GRIFFITH	
Time Element in Advertising, BY		J. GRIFFITH - - - - -	851
E. C. PATTERSON - - - - -	816	Booze, The Bootblack, BY JOROME	
Werner, Your Servant, BY		P. FLEISHMAN - - - - -	853
ARTHUR W. NEWCOMB - - -	817	Most Men Are as Lazy as They	
La Follette—Fighter, BY ALBERT		Dare Be, BY JOHN A. JAYNE -	854
O. BARTON, - - - - -	823	Different—and Better, BY C. M.	
Gleanings from Business Fields,		FALCONER - - - - -	855
BY THOMAS DREIER - - - -	827	Advertising Helps Salesmen, BY	
Elizabeth Towne and Her Pluck,		C. E. JONES - - - - -	857
BY S. JAY KAUFMAN - - - -	837	Two Things Especially Go To	
Success a Natural Thing, BY C.		Make Good Furniture Sales-	
F. JOHNSON - - - - -	839	men, BY F. L. BRITTAIN - -	858
Just Plain Emancipation, BY		Second Wind, BY GLENWOOD S.	
GLENWOOD S. BUCK - - - -	840	BUCK - - - - -	860
Epigrams, BY MARGARET J. PRES-		The Philosopher Among His	
COTT - - - - -	840	Books, - - - - -	861
Human Chemicals, BY THOMAS		A New Managing Editor, - - -	864
DREIER - - - - -	841		

Two dollars a year will bring the magazine to anyone in the United States or its possessions, and \$2.50 in Canada and foreign countries.

Requests for 'changes of address' MUST reach this office before the 10th of the month in order to insure the *proper* mailing of the current issue of this magazine. In sending in the new address please give your previous location.

SHELDON UNIVERSITY PRESS

LIBERTYVILLE, ILLINOIS

Entered as Second-Class Matter, Oct. 7, 1907, at the Post Office at Libertyville, Ill., under Act of March 3, 1879. Copyrighted by Sheldon University Press

Thomas Dreier

writer, thinker, vagabond, philosopher, maker of friends, fighter for the best, a student of men and their work and a preacher of the gospel of Education for Efficiency, puts his best into that beautiful magazine

THE CAXTON

Here is a magazine for Quality folks—those who do their work well. Printed on special pearl-gray paper in two colors, tied with silk, tipped-in frontispiece, Cheltenham extended 10-point type—it is one of the most beautiful publications in the world. Cax Holmes is responsible for that beauty.

It is distinctively a publication of boosting—cheerful—optimistic—snappy—keen—inspirational—educational—humorous—earnest and sane. It talks of men who have done things—and about women also. Its editor is Irish and has no fear. He has ideas and knows how to express them so that they help others get more happiness out of their work.

And it Costs Only Ten Cents

to have Uncle Sam bring a sample copy, together with some other Good Stuff, to your home. Send the dime today. Or, better still, accept one of these choice offers:

Special Offer Send us one dollar by return mail, and we will put your name on the list for a whole year, send you a copy of **The Caxton** each month, and six numbers of **The Caxton Brochures**. If you do not care for the **Brochures**, you may have a copy "The First True Gentleman."

The Caxton for one year.....	\$1.00
Six Brochures, or Book.....	.60
	\$1.60 for \$1.00

Second Offer Send us a dollar and seventy-five cents by return mail, and you may have **The Caxton** for twelve months, and twelve numbers of the **Brochures**, and a copy of "The First True Gentleman." If you do not care for the **Brochures**, you may have a copy of "Poe's Masterpieces," or the "Story of the Candlesticks," by Victor Hugo.

The Caxton for one year.....	\$1.00
Twelve Brochures, or Book.....	1.20
"The First True Gentleman".....	.60
	\$2.80 for \$1.75

Third Offer Send us two dollars and fifty cents by return mail, and you may have **The Caxton** for twelve months, and twelve numbers of the **Brochures**, a copy of "The First True Gentleman," and your choice of the other two books, "Poe's Masterpieces," or "The Story of the Candlesticks," by Victor Hugo.

The Caxton for one year.....	\$1.00
Twelve Brochures.....	1.20
"Poe's Masterpieces" or "The Candlesticks".....	1.25
"The First True Gentleman".....	.60
	\$4.05 for \$2.50

These Offers Are for Immediate Acceptance Only

THE CAXTON SOCIETY
Pittsfield, in Berkshire, Massachusetts

Say—"I Saw it in The Business Philosopher"

YOUR SPARE TIME

1909 versus 1910

¶ Where were you this time last year? In the **same** position with the **same** income? Or, have you moved ahead?

¶ A **Sheldon** student writes: "In this one year I have moved up from **clerk** to **assistant Sales Manager** and added 35% to my salary, with the increased knowledge which I got out of your course during my spare time."

¶ **You** could have done the same **last year**---if you did not! But regrets are wasted energy.

¶ Begin the **new** year with a firm purpose to **better** your position. Make up your mind to find the **starting point** that will lead to increased efficiency and increased earnings.

¶ A half hour devoted to the **Sheldon Course** each day will add immeasurably to your knowledge—it will give you a new grasp and raise you to a better position in the new year.

¶ Thousands of men **like you** have done and are doing it. So can you in the moments you might otherwise waste. And mailing this coupon for our **free literature** is the start.

¶ **Do It Today.**

I want you to send me a copy of THE SHELDON BOOK.

Name

Street

City

THE SHELDON SCHOOL
1870 Republic Bldg., Chicago

The Business Philosopher for 1910

When I was a boy, I had a very catholic and absorptive appetite, most always in good working order, which was a great joy to me.

There were times, however, when I lost this precious and somewhat costly possession—such times as Sunday afternoons, and a few hours after dinner on holidays like Thanksgiving and Christmas. Just when I wanted it most, too, because there was always something Epicurean for supper those days.

In these trying times, I would get down my mother's encyclopedic cook-book and read for an hour or two. And I always did my duty like a little man, at supper.

And so this is to give you a little peep into the Editor's cook-book for Nineteen Ten. I want you to have a keen appetite for what is coming these twelve months, for various reasons, most of which are obvious.

First let me hasten to assure you that there will be no change in the general editorial policy of SHELDON'S BUSINESS PHILOSOPHER AND SALESMANSHIP. As always, it will be our purpose to live up to our name—to give our readers the latest and best ideas and results of experience in life-building and business-building from a scientific and philosophical standpoint—to instruct, to warn, and to inspire.

Guns in the Editor's Arsenal

In the Editor's own department, where he meets his readers every month, either "By the Fireplace" or "On the Front Porch," to "talk things over," you will get the ripest thought of a man who has devoted his

life to the science of business. More and more earnest is he becoming in his belief that education will untangle the hardest knots that test the fingers and teeth of the business world—of the whole world in general. More and more firmly convinced is he that the times are out of joint because the public schools and the colleges and universities do not educate the youth—do not truly educate them. And, in his travels about the country, he is meeting the leading minds of both business and educational worlds who tell him that he has the true education in his A R E A philosophy—the all round development of the whole man, intellectually, morally, physically, and in power of choice and action.

To cure the diseases of our educational system—to substitute the science and art of man-building for the degrading process of head-cramming—these are the problems that Mr. Sheldon has set himself to solve.

Look for some hot shot from him on these subjects in Nineteen Ten.

But you can't wait for a generation of properly educated folks to come along and help you make your business a success. You want to sell more and better goods and make a bigger profit; you want to build your life and your business *now*. You need the money.

That is the reason why the Editor is going about studying those very things—so that he may tell you how others are doing it; so that he may warn you how not to do it by pointing out how others have been thrown into the discard; so that he may inspire you to the thoughts and words and acts that

THE BUSINESS PHILOSOPHER

will increase your efficiency—the value of your service to yourself and to others—and therefore your profits.

The Popular Gleanings

Next comes Thomas Dreier, the darlint, with his golden “Gleanings from Business Fields.” This rollicking young Irishman has taken his keen eyes—they just will twinkle, no matter how hard he tries to be grave and serious—and his pocketful of brass tacks, and gone down to Pittsfield, in the Berkshires of Massachusetts. He is now the editor of the Caxton magazine, in which he says just what he pleases. But, remembering his old friends, he will take advantage of his new environment and wider travels to give you richer, juicier, and spicier Gleanings than ever. His nimble pen will also cause to live again in our pages the real folks who have struggled and won.

The Questions of Socratic

During the year, Mr. Socratic will frequently converse with his friends, drawing lessons of homely, practical wisdom out of them by the ingenious use of his trusty interrogation point. It is Mr. Socratic's intention to get these lessons across to you. He has succeeded in a good many cases. See if you can answer his questions. You never can tell when he is going to bring out something that will be more than ordinarily worth while to you.

Business Philosophy in Stories

Business fiction is a new departure in this magazine. But the stories by Arthur W. Newcomb have been so well received that we are going to continue them. Mr. Newcomb writes from the point of view of the A R E A philosophy, and has promised a num-

ber of short sketches, each complete in a single number. He is also at work on a more ambitious effort which will be published serially.

About Good Schools

Beginning with this number, in which appears the story of St. John's Military academy, by Thomas Dreier, the magazine will contain, every month, an account of how some good school has been established and made a success. This is not only good, practical business science, but it gives an opportunity for concrete illustration of the result of the right kind of educating—insofar as the methods of the schools considered are scientific.

Right along that same line, these columns will be open, during Nineteen Ten, to a discussion of the problems of education. Anyone who has anything to say that will help along will be welcome to the circle by the Fireplace. And that this may be no hit-or-miss, pointless gabfest, we have opened negotiations with some writers of ability—men of advanced ideas and fearless hearts—men of wide experience in the business and educational worlds—to open the ball. You may be surprised to see their names and read what they have to say.

Good Business Sense

But more than ever SHELDON'S BUSINESS PHILOSOPHER AND SALESMANSHIP will deal with the common, every-day, horse-sense of business—always from the standpoint of science, which is the very essence of common sense. Everything that is of interest or value to the man or woman in business, in whatever capacity, is grist in the mill of this magazine. For one

THE BUSINESS PHILOSOPHER

thing, much more attention will be paid to the problems of that largest class of business men—the retailers. As our opener, we shall soon begin a series of articles by F. L. Brittain, of Kansas City, a writer for the leading business magazines, devoted especially to the interests of the retailer. Other articles and discussion by men of successful experience will follow.

For the Man Who Sells

True to its name, the magazine will be the leading exponent of the science and art of salesmanship. In the past, **THE BUSINESS PHILOSOPHER** has been the mouthpiece of the men who are recognized as the leaders in the selling game. Articles have appeared by Walter D. Moody, Hugh Chalmers, Joseph H. Appel, Franklyn Hobbs "Himself," Glenwood S. Buck, C. M. Falconer, and others. These are all busy men. They do things and have very little time to write about what they do. They cannot promise articles in advance. But when they did write, we got the copy. History will repeat itself. And there will be many others added to the list.

Some Wide-Awake Writers

You have all read and profited by the keen, good-humored business counsel of George W. Wilkie, First-Vice-President of R. H. Comey & Company. And so you will be glad to know that he will continue to give us the benefit of his experience.

Luther D. Fernald, Sales-Promotion Manager of the Selz Shoe Company; E. St. Elmo Lewis, Advertising Manager of the Burroughs Adding Machine Company; George Landis Wilson, head of the Business Counsel Division of the Sheldon School; Jerome Fleishman, of the Baltimore

Star, and others—some already known to our readers, and many others—will contribute articles on advertising, business methods, the philosophy of life, and other vital topics.

How Others Did It

From time to time there will be special stories of men and institutions who have made good, telling, as far as possible, how they did it. The other day a young business man read one of the stories of success in our pages. It was a very simple little story, but it told how a man had attacked a peculiar problem of environment, conquered it, and achieved success in a big way. "My problem is a twin-sister to his!" declared the young man. "His solution is the thing that I have been looking for. Now I see my way out."

And he won.

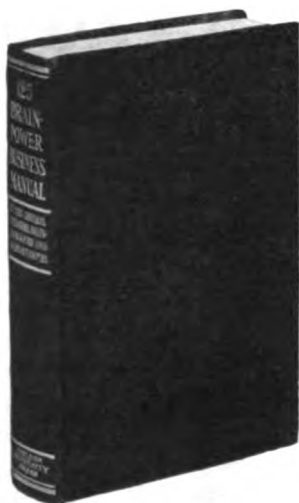
Better Than Ever

Poems and epigrams of inspiration, "The Philosopher Among His Books," the best thoughts of other philosophers, and gems of literature will continue to have their place in these pages.

I have given you just a peep into the cook-book. I am going to let you look again, from time to time. Many big things are being planned that it is too early to talk about. Other things are in the back of the Editor's mind that are not even being planned yet. But you will get the benefit of them all.

Of one thing you may be sure—that is that **THE BUSINESS PHILOSOPHER** modestly claims to have made a big stride forward every year of its existence.

And Nineteen Ten will be no exception.



You Cannot Afford to Let this Opportunity Slip By Without Grasping It

It doesn't make any difference what your business is. The 125 Brain Power Manual contains specific information that you can coin into money. It contains the business building advice of 125 executives, sales managers, salesmen, star business getters, office managers—the men farthest up in the business world.

Read this Table of Contents for Part Twenty- Five.

Part XXV. Character and Conduct

FIVE ESSENTIALS TO SUCCESS AS A SALESMAN

By John H. Patterson, President, National Cash Register Co.

THE ELEMENTS OF SUCCESS

By The Late Marshall Field

SUCCESS POINTERS

By W. C. Smith, Assistant Sales Manager, American Surety Co.

ACCURACY AND PROMPTNESS

By J. L. Clark, General Western Freight Agent, L. S. & M. S. Railway

SALESMEN'S STANDARDS

By H. C. Grote, Secretary, Edward Western Tea and Spice Co.

THE BASIS OF SUCCESS

By C. L. Clapp, President Sewell-Clapp Manufacturing Co.

THREE SALESMEN'S FAULTS

By Joseph Peters, Vice-Pres., Fuller & Fuller.

SAVING MONEY

By Bert Alexander, Assistant Sales Manager, National Cash Register Co.

PROFITING BY FAILURE

By Thomas Buckner, Gen'l Supt. Agents, N. Y. Life Insurance Co.

JACKING UP ONE'S OWN SALES

By Alexander Revell, President, A. H. Revell & Co.

SALESMEN'S AGE LIMITS

By S. A. Tolman, Vice-Pres., The John A. Tolman Co.

THE OLD MAN ON THE ROAD

By R. N. Hull, editor of the *Sample Case*, the organ of 25,000 commercial travelers.

CENTURY BOOK SALESMEN'S MAXIMS

By J. F. Larson, Manager, John Wanamaker's Century Book

Salesman

THE LOVE OF LUXURIES

By F. P. Hamilton

SALESMEN'S NEW YEAR RESOLUTIONS

By F. P. Hamilton

FIGURE IT OUT YOURSELF

By A. M. Jasper

LOOK FOR LESSONS EVERYWHERE

By A. D. Brown

HOW TO QUALIFY AS AN INSURANCE SOLICITOR

By Gage E. Tarbell, Former Second Vice-Pres., Equitable Life Insurance Co.

THE EXTRA OUNCE REQUIRED

By E. Ray Speare, General Manager, The Alden Speare's Sons Co.

ECONOMY OF TIME IN MAKING CALLS

By C. M. Merica, Circulation Manager *The World Today*

DON'T CANVASS—SELLS

By Walter Cool, District Manager, National Cash Register Co.

CONDUCT TOWARD BUYERS

By S. W. Barnes, Head Salesman, Birmingham & Seaman

THE STANDARDS OF THE SUCCESSFUL SALESMAN

By W. P. Menick, Advertising Sales Manager, Corliss, Coon & Co.

THE BRAVE QUALITY OF AGGRESSIVENESS

By F. P. Hamilton

TIME SAVING METHODS

By B. D. Jones, Vice-Pres., Chicago Portrait Co.

KEEPING ONE'S COURAGE HIGH

By C. G. Steel, Advertising Manager, The Bell Telephone Co.

THE DANGER OF BEING TOO GOOD A MIXER

By M. B. Parsons

DON'T WATCH THE CLOCK

By W. C. Holman

THE SALESMAN'S FAITH IN HIS GOODS

By R. L. Higley

LET THE OTHER FELLOWS KICK

Anonymous

WHY SOME MEN FAIL

By L. D. Martin

THE POWER OF CONTINUOUS EFFORT

By W. S. Powers

INSURANCE AGAINST FAILURE

By A. C. Hommline

THE MAN WHO CONCENTRATES

By R. J. Blaine

MAKE MEN YOUR BOOKS

By T. D. Thurston

FIRST QUALITY SALESMEN—AND OTHERS

By F. H. Hamilton

CUTTING OUT NON-ESSENTIALS

By P. D. Sigler

OPEN MINDED SALESMEN

By Preston P. Lynn, General Manager, John Wanamaker, New York.

Remember there are fifteen parts, every one of which contains live business getting information. There is no other book published that in any way resembles it. Your library is incomplete without it. You are denying yourself the experiences of 12 big men of business every day you go without it.

Two Dollars Gets Nearly 1,000 Pages

The 125 Brain Power Manual is made up of nearly 1,000 pages. The size of the printed page is 5½ by 8½ inches. It is 1½ inches thick. This matter was formerly published in three volumes and sold for \$9.00. We have printed every line of what was contained in these volumes on thinner paper and have compressed all the Choice Stuff into one book. Two Dollars will bring it to you immediately.

—SEND THIS COUPON FILLED OUT TODAY—

Sheldon University Press, Libertyville, Ill.

Here is a Two Dollar bill. Send me prepaid a copy of your big 125 Brain Power Manual.

Name.....

Street.....

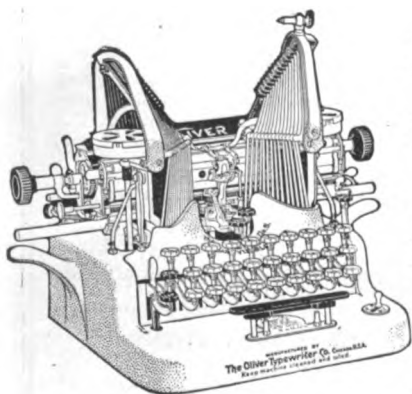
City..... State.....

(Send \$2.50 and receive The Business Philosopher for one year in addition to the 125 Brain Power Manual)

Seventeen Cents a Day Buys an Oliver Typewriter!

This amazing offer—the New Model Oliver Typewriter No. 5 at 17 cents a day—is open to everybody, everywhere.

It's our new and immensely popular plan of selling Oliver Typewriters, on little easy payments. The abandonment of *longhand* in favor of clean, legible, beautiful *typewriting* is the next great step in human progress.



Already—in all lines of business and in all professions—the use of *pen-and-ink* is largely restricted to the writing of *signatures*.

Business Colleges and High Schools, watchful of the trend of public sentiment, are training a vast army of young people in the use of Oliver Typewriters.

The prompt and generous response of the Oliver Typewriter Company to the world-wide demand for *universal typewriting*, gives tremendous impetus to the movement.

The Oliver, with the largest sale of any typewriter in existence, was the logical machine to take the initiative in bringing about the *universal use* of typewriters. It *always* leads.

Save Your Pennies and Own an Oliver

This "17-Cents-a-Day" selling plan makes the Oliver as easy to *own* as to *rent*. It places the machine within easy reach of every *home*—every *individual*. A man's "cigar money"—a woman's "pin money"—will buy it.

Clerks on small salaries can now afford to own Olivers. By utilizing spare moments for practice they may fit themselves for more important positions.

School boys and school girls can buy Olivers by saving their *pennies*.

You can buy an Oliver on this plan at the regular catalog price—\$100. A small first payment brings the machine. Then you save 17 cents a day and pay monthly.

And the possession of an Oliver Typewriter enables you to *earn money to finish paying for the machine*.

Mechanical Advantages

The Oliver is the most highly perfected typewriter on the market—hence its 100 per cent *efficiency*.

Among its scores of conveniences are:

- the Balance Shift
- the Ruling Device
- the Double Release
- the Locomotive Base
- the Automatic Spacer
- the Automatic Tabulator
- the Disappearing Indicator
- the Adjustable Paper Fingers
- the Scientific Condensed Keyboard

Service Possibilities

The Oliver Typewriter turns out more work—of better quality and greater variety—than any other writing machine. Simplicity, strength, ease of operation and visibility are the corner stones of its towering supremacy in

- Correspondence
- Card Index Work
- Tabulated Reports
- Follow-up Systems
- Manifolding Service
- Addressing Envelopes
- Working on Ruled Forms
- Cutting Mimeograph Stencils

Can you spend 17 Cents a Day to better advantage than in the purchase of this wonderful machine?

Write for Special Easy Payment Proposition or see the nearest Oliver Agent.

The Oliver Typewriter Co., The Oliver Typewriter Building **Chicago, Ills.**

Say—"I Saw it in The Business Philosopher"

Special Gift Editions

We have just received especially for the holiday trade 1000 each of the following described great books by James Allen. They are printed on special made paper and are bound in brown cloth with tan backs. We are offering these books at the same price as the old edition and on orders received before December 25 we will allow a discount of 10%.

Rush your orders to us without delay in order to secure copies of these great books. They are going like hot cakes, so show the positive of Promptness if you wish to secure copies.

As A Man Thinketh

By JAMES ALLEN

Said by some to one of the most powerful books on Self-Building and Thought-Mastery ever published. Note the contents: **Thought and Character. Effect of Thought on Circumstances. Effect of Thought on Health and the Body. Thought and Purpose. The Thought Factor and Achievement. Visions and Ideals. Serenity.**

We say it reverently, this little book is worthy of Emerson. It is a prose poem, yet it is for the constant, everyday use of men and women who toil with head and hands, and love with hearts, in the midst of stress and burden-bearing. Here the author makes beautifully clear the power of thought, and throws a light on the way to its right application. Of it, he says, in his foreword: "This little volume (the result of meditation and experience)

is suggestive rather than explanatory, its object being to stimulate men and women to the discovery that "They themselves are makers of themselves" by virtue of the thoughts which they choose and encourage."

For those who love the brethren—that is everybody—and for those who desire to increase the happiness, goodwill and producing power of their fellow-craftsmen, this is an unexcelled book for distribution.

"A noble and Godlike character is not a thing of favor or chance, but is the natural result of continued effort in right thinking"—James Allen.

Price, Cloth, 50 cents. Paper, 15 cents.

Through the Gate of Good or Christ and Conduct

By JAMES ALLEN

This book is an interpretation of the mission and teaching of Jesus in the light of self-perfection by noble moral conduct based upon the truth that spiritual enlightenment and the practice of virtue are identical. An illuminating commentary on present day trends of thought vital and valuable. In it Mr. Allen deals with the Gate and the Way, The Law and the Prophets, The Yoke and the Burden, The Word and the Door, The Vine and the Branches, and Salvation this Day—here and now. A companionable book.

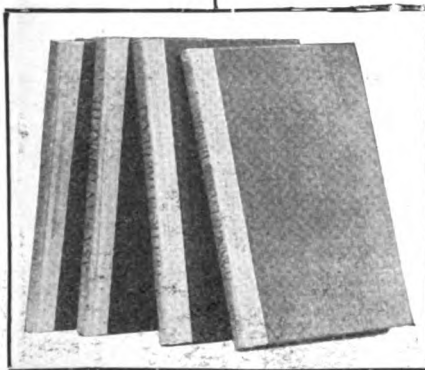
Price, Cloth, 50 cents. Paper, 15 cents.

Out From the Heart

A Sequel to As A Man Thinketh

By JAMES ALLEN

"Make pure thy heart, and thou wilt make thy life Rich, sweet, and beautiful, unmarred by strife; Guard well thy mind, and noble, strong, and free Nothing shall harm, disturb or conquer thee; For all thy foes are in thy heart and mind, There also thy salvation thou wilt find."



Thus writes the author on the title page of this simple and heart searching little book. These words breathe the optimistic tone of the pages that follow. And through the truths presented, thousands have received the inspiration at the first steps in enlightenment and freedom. The author has not only given the inspiration, but shown the way. The directions on the formation of habit are invaluable.

You may search, but you will not find better books to give your children, your pupils, your business associates, and those who, in subordinate positions, are co-operating with you to make your business a success, than "As a Man Thinketh," and its sequel, "Out From the Heart."

Price, Cloth, 50 cents. Paper, 15 cents.

Morning and Evening Thoughts

Being some of the choicest meditations of James Allen, lovingly gathered from his writings and compiled by Lily L. Allen and others.

Of these thoughts, the compiler says:

"Knowing, as I do, the writer as no one else knows him; seeing him, as I have, for many years under all circumstances—in hours of work and leisure, in the days of joy and sorrow, in the sunshine and in the cloud—I know that these writings are not the words of an idle brain, nor are they gathered from other writings, nor picked up here and there, but they are the deep experiences of his heart, and were first lived and then written."

There are several choice selections, both prose and poetry, for each day of the month. A book to be carried next the heart. A book that wins the heart. This book should be a companion to every one wishing to develop his earning powers.

Price, Cloth, 50 cents. Paper, 15 cents.

SHELDON UNIVERSITY PRESS, LIBERTYVILLE, ILL.



LA FOLLETTE—FIGHTER

Page 823

The Business Philosopher

A. F. SHELDON, Editor

Vol. VI

JANUARY, 1910

No. 1

By the Fireplace *Where We Talk Things Over*

LAST month I wrote a few remarks about Service.

Intimately related to this subject is the matter of our educational systems, which are supposed to be, or should be supposed to be instituted for the purpose of fitting those who attend them to win in the battle of life.

My contention is that our school systems, as a whole, public and private, should be made to fit the needs of all, and that they do not now render efficient service for those who intend to enter commercial life.

I also maintain that it is possible for our schools to render a much greater service than they are now rendering to the very people for whom they were originally planned.

Our school systems, as a whole, are open to three general criticisms:

First. They were built from the top down, rather than from the bottom up.

By this I mean that the university came first. It was born in the Old World at a time when education was synonymous with learning, or the acquisition of knowledge.

It was made for the classes, not for the masses. It was instituted at a time when the state maintained the right to select those fortunate individuals who, in the judgment of the state officials were fit to be fitted for the learned professions.

Everybody else came in the class of plebeians and serfs. They who produced and distributed the world's wealth were not supposed to need an education. Indeed, those in authority studiously avoided the possibility of the masses being educated.

Later the masses demanded certain rights. Magna Charta came. The rest followed. Education so-called became more and more the common property of all.

The high school came, but what was it for? To fit the pupil for the university. Its whole curriculum was shaped to that end.

Then came the common schools, on down to the district schools. But what were they for? To fit the pupil for the high school.

Result: Little William Jones, whose fond parents hope he will some day be a merchant prince or captain of industry trots away to school. We will say his father is a farmer, and Willie starts at the district school.

He studies diligently and in due course of time is ready for the graded school in town. He may even be ready to enter the high school when he leaves the district school.

He pores over his books for four long years, graduates with high honors and with his head more or less filled with facts, nine-tenths of which he will

never be able to use as a business man.

He is bundled off to the university, there to study books and listen to learned professors who, as a rule, rather scorn the sordid work of trade and don't even pretend to know anything about it.

The university officials turn William loose on the curriculum, and the process of memorizing definitions and of stuffing the intellect goes merrily on for four years more; and then perhaps takes post-graduate work or possibly "goes abroad" to some foreign university for a year or two, or even more.

But finally the scholastic period of education is finished and William is ready for business.

But is he?

The New England States have several thousand—many, many thousands in all—of men who have followed that program who are not only not fitted to become master merchants or master manufacturers, but who are not even able to make a decent living in the service of business institutions.

Many in all, in fact, are either out of work or else glad to get a job at \$12.00 or \$15.00 per.

I know one man who, having graduated from a leading university, was made manager of a department for a large company. The first day in his new position his stenographer had to teach him how to dictate a letter. She also had to tell him the meaning of the term O. K.

When she asked him to O. K. an expense account, the university graduate did not know what she meant.

He could have told her immediately that the square of the hypotenuse of a right-angle triangle equals the sum of the square of the other two sides.

He could have glibly conjugated Latin verbs. But when it came to the meaning of the commercial term O. K., that was a stumper.

And so, then, we see that the A. B. and B. A. and the Ph. D. and all such look good, but after all are but little more than a vermiform appendix to a business man's name and of questionable value.

With all this, we must not forget the good which may have come to the business man as a result of all these intellectual gymnastics through which he has been going.

If his mind has really been bent to his studies, he has developed to some degree at least the valuable power of concentration. This is one important factor in thinking.

He can, if he will, apply that power to the problems of trade and progress more rapidly than one without it, provided he combines certain other elements which, however, he must not forget and which he did not necessarily acquire in college.

If he did, the college or the university, as a rule, can claim but little credit by reason of its curriculum.

My second criticism of our school system as a whole is this:

Whereas education is education or drawing out of the qualities in the man and should be applied to the four parts of man—body, intellect, feelings and will—the efforts are centered almost wholly upon the intellectual element.

Let us put it this way:

Man = Body + Intellect + Feeling + Will.

Each normal man and woman is all of that physiologically and psychologically, but that is all he or she is.

An education to fit the individual to serve commercially or otherwise should educate:

First, the positive or constructive qualities of the knowing power, or intellect for Ability;

Second, the positive or constructive forces of the feelings, the result of which is Reliability;

Third, the positive or constructive forces of the body for Endurance;

Fourth, the positive or constructive forces of the will for Action.

It is then, and only then, that we have the truly educated man.

Our educational systems today are centered almost wholly upon the problem of intellectual development, and the one phase of that of making the student know things.

From the viewpoint of winning real success, Reliability, Endurance and Action are fully as essential as Ability.

Yet what are our schools and universities doing to develop them in the student?

Point to the athletic field and the gymnasium. Yes, they are there, and what are they doing?

As I write these lines I am told on what seems good authority that no less than eleven most serious injuries have happened to as many football players in a great Eastern college, and the season just merely begun.

There is a wide gulf between the concepts strength and endurance. Athletics tend to develop strength, and all too often at the expense of permanent power to endure.

The noted strong man generally dies young. It is entirely possible to pass the pivotal point in the matter of developing strength.

It is a common event for the devotee of athletic sports to over-develop certain organs of the body. Abnormal lung tissues when not used later in life atrophy and may cause a diseased condition of the whole structure.

Athletics tend to develop strength. Sane physical culture, of which there is all too little in our universities, tends to develop endurance.

As to reliability development, there is no attempt at systematic, scientific development of the positive emotions of the student, as far as the curriculum is concerned.

The chapel and other religious activities are within the reach of the student but how little they are effective or taken advantage of, all understand who know anything about it.

The student should be taught the success value of reliability and the scientific methods for the cultivation of those feelings upon which reliability depends. Man Building in all its branches should be a part of the regular program of the curriculum.

As to Will, volitional or actional development, no systematic effort is undertaken there.

Our schools seem to forget that even intellectual power is but static or stored power until made dynamic through the will.

The student should be made familiar with the will—what it is and how to develop it, to the end of applying the stored power of his body, his intellect and sensibilities.

And so, then, our second criticism may be summed up like this:

Our school systems at present are only attempting to educate (educate) one-fourth of man.

My third criticism is that the one thing they are attempting to do is not being done the best way.

I claim there is a better, more scientific and certain way to develop the intellectual capacity of the individual than to cram his head with facts, even granting the practical value of those facts.

Intellectual capacity equals the power to think plus the power to remember, plus the power to combine recalled mental contents in a new way, or imagine.

These three powers, in turn, rest primarily upon the power to sense clearly, upon the power to use the five physical senses to their fullest capacity.

The five physical senses are the five windows through which all of the light of knowledge must come.

Instead of being trained, the physical senses, as, for instance, sight is often almost ruined through poring over books in dimly lighted rooms.

Psychology is at once the greatest and the most neglected of studies as far as knowledge is concerned.

In the scholastic period the knowing power of the mind should be trained in the how to get knowledge; the power to think, remember and imagine accurately and scientifically. The training of the senses is the basis of this.

But little if any effort is being put forth, in these essentials, in any of our universities today.

And so, then, the one thing our educational systems are seeking to do; viz., enable the student to know, could be done in a better way.

The university of the future, yes, the commercial schools of the future, will be equipped with human nature analysts who can read the pupil when he enters, determine his natural bend, discern the success qualities for that vocation in which he is lacking and prescribe the mental nourishment and use needed.

There will be a systematic line of both study and effort calculated to educe the positive or success qualities of the whole being—body, intellect, feelings and will; not just one-fourth of man.

And the gifted intellect alone may make but the gifted criminal.

* * *

IN our last front porch talk I said: The desire to acquire is inherent in every normal human being.

It is divinely implanted, and when it does not pass the pivotal point it is good.

I reiterate that statement now.

Nourish and cultivate that seed of desire to acquire, to do and to be.

I would not give a fig for the employee without true ambition to grow and to be somebody, bigger and better than he is.

But I want you to see this truth:

Every seed has a life-giving germ.

Some seeds of desire to acquire are vitalized by the germ of selfishness; others by the germ of service.

The seed of desire to acquire, which is made vital by the germ of selfishness, may grow into a tree, but it will never bear the fruit of happiness or spiritual content, for which all are seeking.

The seed that is vitalized by the germ of service to others will serve self better—yes, better and bigger than in any other way; but it will serve others too, and will bear the fruit of content.

WHY should not the child in school be taught this and led to see that it is true?

Why should he not know what he is going to school for? That it is to fit him for greater service to the world in his chosen vocation.

He can be made to see that the science of his business, his busy-ness, whatever that may be, as he goes out into life, is the science of service.

Why can not he be made to see the truth that his profits, not alone in money but in all the other essential success ingredients, will be in proportion to the service that he renders?

St. Johns Military Academy

A Fighter's Reward.

By THOMAS DREIER

THE wild, howling, leather lunged mob tramped along the sidelines and implored the Culver eleven to hold them. "Hold 'em, Culver, hold 'em," they begged. And Culver did. Then they cheered.

Only sixteen seconds of play remained. The score was Culver 6, St. Johns 6. This was in 1908.

Only sixteen seconds.

And just then an officious youngster with his watch in his hand came up and said, "If you fellows quit now you can catch the next train back to your home. There isn't any use in playing those few seconds and miss the train."

"T——l there isn't," said Billy Kunz, who isn't a student and whose fifty odd years qualifies him to do the swearing for the crowd.

And so they played. The team lined up. Snap went the ball into the grimy paws of young Hamilton. Crash went the interference through the Culver line, down the field tore the young Scotchman and planted the oval squarely behind the goal posts. Goal was kicked and the score was:

St. Johns 11. Culver 6.

And that was the third victory. The teams represented St. Johns Military Academy of Delafield, Wisconsin, and Culver Military Academy of Culver, Indiana. The game was played at Culver.

Of course there is a reason for my madnest in leading off with a football story. I do it because it enables me to introduce that classic expression of Delafield's most ardent sport, Billy Kunz—an expression that characterizes as nothing else could the real, stick-to-the-end, never-give-up spirit of St. Johns.

An Extension of a Personality

What is called the spirit of an institution is an intangible thing. It cannot be seen. It cannot be weighed. It cannot be shown in the catalogue or held up to the gaze of fond parents as an argument in favor of sending their boys to the Delafield school.

But, intangible as it may be, it is a spirit which is to St. Johns what this Something

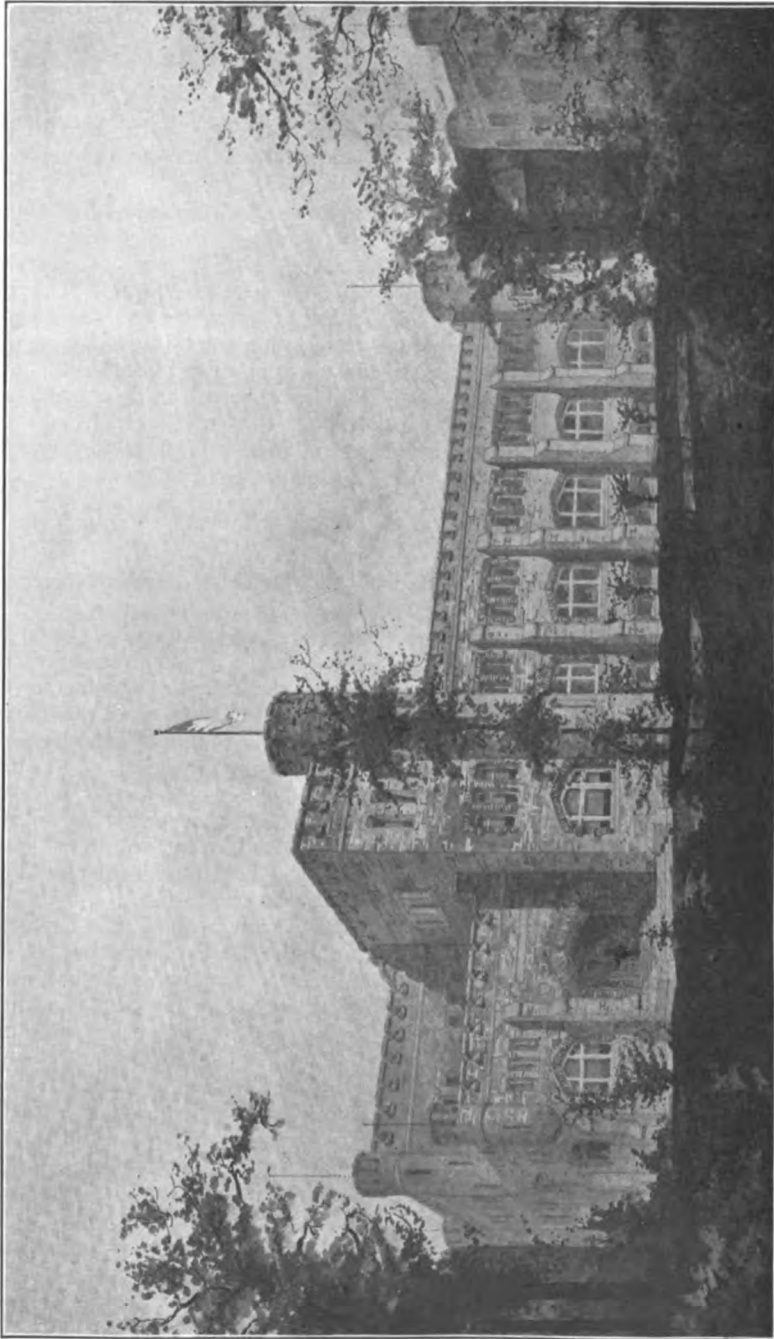
we call the soul is to a man. It is what George Bernard Shaw would call the Life Force. It is that subtle something which snatches the poisonous dish of defeat from the hands of the breathless, wounded, dirty grimy football player and sends him across the line with the pigskin tucked under his chest for a touchdown that compels the mob to fling his name into the air with cheers as he sinks in a dead faint on the ground.

This spirit of an institution is a curious thing. But curious as it may be, it has its origin in the most powerful personality in that institution. Emerson has told us that an institution is but the lengthened shadow of a man. But it is more than that.

St. Johns is Head Master Sidney T. Smythe. It is but an extension of himself. It is his child, bone of his bone and flesh of his flesh. The St. Johns spirit is the spirit of this man Smythe who has never acknowledged defeat, even when the odds were overwhelmingly against him, when fire had swept away the labor of years, when the people who should have supported him and encouraged him met him with jeers and sneers, and, what cut more than all, that devilish belittling laughter that always sinks like poison into the soul.

This man, Smythe, is a fighter. He fears nothing. He is a dreamer of big dreams, a master of great enthusiasms. "This I shall do," says he, and does it. And the crowd often stands back and murmurs in guttural, "He'll surely fail *this* time." But he doesn't. He wins. And so does St. Johns. He is the fountain of that something known as the St. Johns spirit.

This school opened in 1884 with one pupil. Truly this was a most modest beginning. No one believed it would amount to anything except one young man who had just concluded his studies at the Episcopal institution near Oconomowoc, known as Nashota Mission, and whose dream it was to build a great school where boys would be taught to become strong, self-reliant, efficient men.



ST. JOHNS MILITARY ACADEMY

The first school was a little cottage, not much larger than one of the sheds in which the cannon are now stored. It did not grow rapidly. The merry villagers and the country folks laughed at this poor young fool who came to them with nothing but a big dream.

And truly they had reason for laughter. Here we have a young man without money coming into a community three miles from a railroad and announcing confidently to all who would listen that he was to build

a great school. He loved the beauty of the place, and oftentimes in his student days he had stood on the hill looking out upon the waters of Lake Nagawicka and dreamed of the day when his vision would materialize.

But the many laughed.

And that, perhaps, was good. For haven't I said that this man, Smythe, is a fighter. And doesn't a fighter love a fight? And is there any finer food to the fighter than opposition?

I don't believe there is.



Expelling the Mutinous Third

In time the school boasted of three pupils—count them—three. That showed progress. The young master was elated. He was tempted to buy a new pair of pants on the strength of that boom, but he was no plunger. He decided to wait. He had to celebrate the event in some way, so he determined that the school would be military.

Now a military school must have its pupils wear uniforms. Goodness me, yes. All military schools that are real military schools have such things. So if St. Johns was to be a real military school—well, you can see the head master was justified in issuing an order in true military fashion that all pupils must have a uniform.

Head Master Smythe wasn't unreasonable. He didn't demand much for the honor of the school. All he asked was that each boy have a red stripe sewed down the legs of his trousers. Now, I leave it to you, that was not so unreasonable.

But one mother said she'd be blessed if she would spoil *her* boy's best pants by sewing red rags down the legs.

Of course such a mutiny must be quelled for the honor and dignity of the school. The young master stayed awake all night and in the morning walked out and told the mutinous one-third of his pupils that if he didn't get a uniform he would have to leave St. Johns Military Academy.

So the new pants were not bought after all.

Think of the unalloyed nerve and gall and grit of the man who was working night and day to build up a great school and who could fire one-third of his pupils because said one-third's mother would not sew red stripes on his trousers!

But it was because of this spirit, this daring to do what he thought was proper and right in great and in small things that Dr. S. T. Smythe today can look out at a school that owns property valued at about half a million dollars. It is because he has convinced folks of his strength, of his grit, of his power, that he now selects for students 220 students out of the many who apply for admission yearly.

And why is it that he is now able to select his pupils?

Producing Quality Men

I think the real reason is that he has ever tried to produce graduates that graded as quality men.

"I used to dream much of the day when I should see the completed quadrangle; today I am more concerned that the stuff going out into the world shall be such that the more it is man-handled, physically or mentally, the truer it will ring," he says.

The number of pupils admitted has been kept close to the two-hundred mark purposely. Dr. Smythe believes that he could not give so much of his own personal attention to a larger number. He keeps in touch with every phase of the lives of the boys. He is not a grind who sits all day in his study and looks wise. He is a man's man. And it is because the boys recognize him, first, as a man and, second, as the Head Master that he controls them as he does.

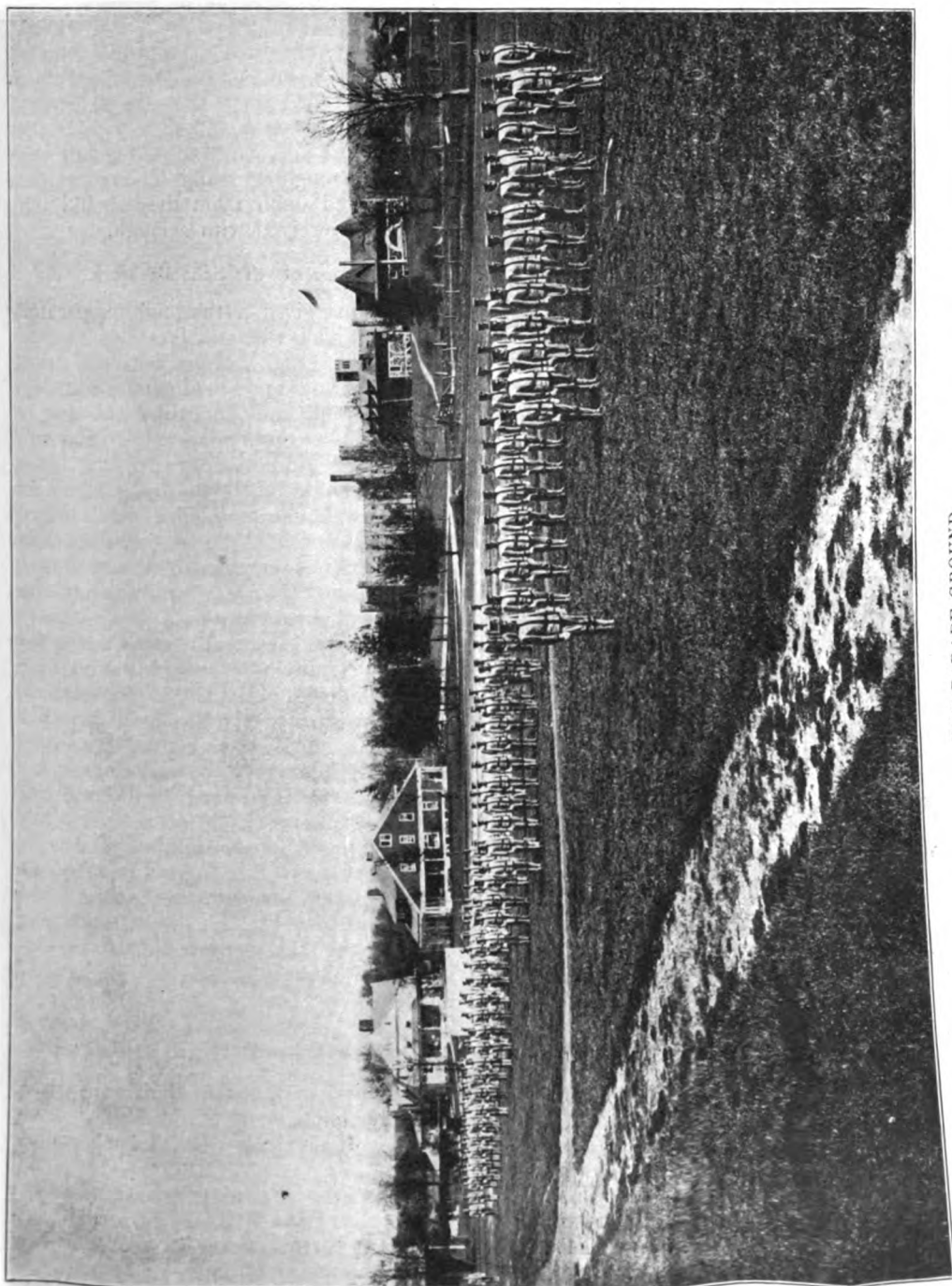
I was present at the opening of this school in September and sat where I could look into the faces of those young fellows who filled the common room to overflowing. And as I sat there I could not help but think of the responsibility resting upon the shoulders of the man who undertakes to train these youngsters so that they will, indeed, go out into the world and render to their fellow men service that will stamp them as men of efficiency.

There they sat, boys from all parts of the country. Here in front was a little dark-eyed mischievous southerner from Florida, and back there a few rows was a smiling, wiry Mexican, as yet innocent of a knowledge of English. Many of them had been raised in homes of luxury. Many had been indulged in their desires. Some were discontented looking, but most of them were bright, smiling, intelligent looking, alert youngsters who to all appearances were bent upon getting the most out of what Life offered them.

And all these were there to be trained mentally, spiritually and physically.

A School Master's Selling Talk

That night—as well as many times since—"H. M." talked on the value of health. And as he talked I could not help thinking



THE PARADE GROUND

what a great sales manager was spoiled when he became a teacher. His voice boomed out the sentences that kept every fellow awake and alert.

He did not preach them any sermon on health. He merely stood up there and pointed to the pictures of the winning football, baseball, basketball, and track teams. He spoke to them of the crews of the past and of what they had done. He showed them the trophies won by such and such teams in this and that year. He mentioned the names of the men who had performed feats that brought honor to the school. And then he spoke of the school spirit—that never-say-die spirit that has swept so many victories into the hands of the Saints.

With all the boys sitting up, intensely interested, mutely asking for more, he swung into a talk on the value of strength and endurance.

"These victories were won," he said, "by men who had looked after their bodies. They trained themselves. They exercised. They stayed out doors when they could and filled their lungs with fresh air. When they played they played and when they worked they worked. And some of them could hardly tell the difference between what was commonly called work and what was commonly called play. They didn't have time. And those fellows won the cups and the ribbons and the honors for St. Johns.

"Before me tonight are other young men who are to win victories for themselves and St. Johns. Some of you are going to hear your names coupled with cheers. I hope all of you will. I know all of you can. Every fellow here has it in him to win places on the teams. I want you to do it. Your parents will be happy and proud to know that you are winning. And if you are good sports, good players, good runners or what-not, you will be good students.

"I want to say that I don't care a cent for the boy that sits around with his books all day long. I want you to study when you study and play when you ought to play. Moping around is bad. These fellows who won the honors didn't mope. The fellows who mope never won anything. They never will.

"And so I want you fellows to be out in the open air all you can. Get out and practise with the teams. Run and jump, and fall on the ball. It will get the blood cir-

culating. Build up your bodies and you will build up your brains. We'll keep you busy doing both."

Then he talked about courtesy and the qualities of a gentleman. He talked about hazing and told them that the older boys were true sportsmen and that the younger ones need have no fear, but that if they were not wise enough to avoid having practical jokes played upon them they should take what they received with a laugh.

Scope of the School's Work

St. Johns gives a thorough preparatory training which will enable a boy to enter any of the great universities or colleges. Graduates from this school always rank high at West Point and Annapolis, although by far the greater number of men go into civic life. Their military training has given them a discipline and a physical ground work that is invaluable to them in the world of business. A special course of study has been designed for students who do not wish to enter college but who plan on going into business upon graduation.

Dr. Smythe—who is himself in perfect physical condition—lays much stress upon the development of the body. He keeps the boys busy with sports during all periods of recreation. Besides the regular sports there are long tramps, boating, canoeing—in fact there is absolutely everything that will help a young American to develop his body and prepare himself to withstand the strain of a business career. Of course, the greatest good is not the strength that comes during the period of youth, but the habits of looking after the body that are formed.

A good habit is as hard to break as a bad one

The School Trains Better Than Most Homes

There is a great deal of balderdash written about the home being the ideal place for the training of children. Dr. Smythe realizes this.

"Of course all parents are sure that their children are just a little better than the best," he says. "And that is good. Parents should be proud of their youngsters. But there is such a thing as being unwise in the expression of that pride.

"Here at a military school the boys are taught to rely upon themselves. At home

they are given what they ask for. They have their rooms looked after, their belongings 'picked up,' and they know but little about salutary discipline. They are given to understand that they are about the finest that ever happened, and it isn't hard for a boy to believe even such extravagant statements if they are made often enough.

"Here there is a change. Every individual is treated alike in this: he must earn his own. No student is treated better because, perhaps, his father is a millionaire. He gets the sort of treatment he earns, just as he gets his place on one of the teams through sheer merit.

"Our rooms are furnished simply. Two boys sleep in each room on individual cots supplied with the same kind and amount of clothing. The boys make their own beds and take care of their own room and belongings. Not only must they take care of their own rooms and clothes, but they must take care of them in a certain manner. If inspection shows dirt or dust, or belongings scattered about, the owners are given demerits. You can be sure that in four years of this sort of training a boy learns to be neat and clean. What this means in a home you can understand.

"Then there is no chance here to sleep late in the morning or to stay up all hours of the night. We have regular hours for going to bed and arising, just as we have regular hours for meals. We want the boys to develop habits of system and order and punctuality. Under these rules the boys are clear-headed, bright-eyed, keen, alert. They do not dissipate their strength, nor are they indulged as so many of them are at home. Here they are taught to be men. Here they leave behind them much of the spoiled-child habits formed under the lax love discipline of the home."

Building up the Moral Backbone

Many persons have a prejudice against anything that savors of the military. They assume that the handling of guns engenders a warlike spirit. Statistics prove that this training does not send boys into the army and navy. The great majority of them go into business. And they find that the habits formed during their years of training in military fashion are worth untold thousands

of dollars to many of them when they conduct business institutions of their own.

Many parents send their sons to St. Johns because of the moral tone of the school. The boys are taught to be gentlemen. And that does not mean that they are taught to be snobs. If snobbery is strenuously discouraged anywhere, it is in a boarding school where there are over two hundred real American boys.

The lads are taught how to develop their bodies so that they will become men of endurance. And of course it is shown that men with strong bodies are not afflicted with habits which undermine strength. They are taught the value of personal cleanliness, both of mind and body. They are shown that their thoughts affect their bodies—that, in fact, their bodies reflect their mental condition. Dr. Smythe gives them many strong talks in chapel on manliness. These talks are so strenuous and so interesting that there is little desire to "cut."

St. Johns is recognized as one of the strongest preparatory schools of the country. This standing of the institution draws pupils from almost every state in the union. As I said before, even far off Florida and Mexico are represented, and, I am told, that arrangements have been made by English parents to send their son from foggy London. Surely this proves that Dr. Smythe is sending into the world young men who have received quality training.

In their study of manual training the boys are taught to be honest and square and true. A thing is square or it is not. A round peg will not fit in a square hole even if fifty angels swear that it will. Manual training does more than enable one to use tools. The training of the hands has the greater effect of training the mind. The product of a man's hands always advertises his mental condition when the work is done.

Working Toward the Ideal

It seems to me that any great change made in the public school system of this country will come as the result of experiments conducted in private schools. These private institutions will be to the great educational system what the agricultural experiment stations are to farming. Many experiments will be made which will produce little of value. But out of the mass of experiments made some

will prove of such value and such power as to affect for the better the lives of the millions who will receive their early training in the public schools of the land.

When the ideal school evolves it will contain much of the good things that have been worked out after years of study in the military schools of the world, and, I think, it will be found that St. Johns has added much to the strength of the whole.

St. Johns is still in its infancy. Dr. Smythe is only forty-seven, although it will be hard to make those who see him at work realize that he is beyond his late thirties. It is true that he has a frosted head. But in his movements, his eye, his voice, his magnetic presence—in no part of him is there a sign that he is anything but a strong, manly man, filled to the brim with strength, endurance, enthusiasm, ambition, fight, and the rest of those great and good qualities which he brought with him in a degree when he

stood on the hill and dreamed of this school twenty-five years ago.

He has fought a good fight and all over this nation are Old Boys who are as loyal to the school and to "H. M." as they were in the days when he helped them on the football field and diamond. They come back year after year just to shake his hand and hear him ask them to tell him about themselves. Some of them are sending their own youngsters to him. And surely this is praise that must indeed warm his heart and compel the tears to come to his eyes. He has played a hard game during these years, but he has played it on the square, just as he is teaching his boys to play it. He, to those youngsters, stands as an example of what they might become. He has a body that radiates health, he bids daily for long life, he has all the money he needs and certainly he has won for himself much honor.



THE CREW

Put Your Heart Into Your Work

By GEO. W. WILKIE, 1st Vice President R. H. Comey Co.

I KNOW it is threadbare and shop worn, and musty with age, and has a sort of a goody-goody sound. I know you have heard it for years, that you have seen it flashed from every view point, but just the same, my friend, no words ever spoken, no phrase ever written, no sermon ever preached carries a greater world of meaning to you, no matter who you are, nor what your work may be, than this same time worn word of advice and command.

No work, no achievement, no great thing has ever been carried to a successful conclusion that was not consummated by the worker who put his heart into the work.

Charles Dickens, a leader of leaders in the world of letters, brought to life characters that live, characters that can never die, characters that are known and quoted more than those of any other writer, perhaps without exception, and the student of Dickens cannot fail to see the heart of the author in every one of the vast multitude, those children of his brain.

It was his custom, while engaged in producing one of his books, to seclude himself for hours at a time, shut up in his study at the top of his home at Gads Hill. At one time, while writing his "Old Curiosity Shop," his family had arranged for a private dinner party at the home, inviting a few of his dearest friends. Dickens failed to appear at the appointed hour and when called, entered the room where his guests were assembled, with a tired, worn, sad, even tearful expression. His wife said, "Father, you look ill and tired, you are working too hard, you must rest." Dickens replied, "Yes, Mother, I am tired, I have had a hard day, a sad day, I have tramped all over the streets of London with my poor little Nell, hunting for her grandfather. We have gone on through the fog and rain, over the rough streets, into all the usual haunts of the feeble old man, through the highways and the byways and not a sign of him could we find. My poor little Nell feels so badly over his loss and she is so weak. Mother, at times I fear my little girl will die before I can finish my book."

Can you wonder that "Little Nell" will live in the literature of the world and in the

hearts of the people so long as books shall last? How many millions have suffered with Dickens in her sad life? How many have laughed at the brusque John Browdie in Nicholas Nickleby? How many readers in the coming generations will follow with breathless interest, the comings and goings, the pleasure and pathos in the life of David Copperfield?

This story may seem far fetched for a business talk, but think it over, Dickens' life work was the production of those books. He intended they should live ages after their author had gone and that they might so live, he put his heart into his work.

When Thomas Carlyle was writing his matchless "French Revolution" some one twitted him on his humble origin, on the fact that his father had been a stone mason, a builder of walls. Carlyle answered, "Yes, he was, more, he built himself into every wall, and if I, his son, can but build my books as straight, as true and as everlasting as he built his walls, I will not have lived in vain."

How well he succeeded, how well he put his heart into his work, is shown by the fact that his books are the recognized authority of the world on the great epoch in the world's history, the French Revolution.

The human being can be happy only when he knows he is of use in the world. The human animal must be active and his activity, his energy must be utilized in some branch of useful endeavor, or he will never be able to put his heart into his work and correlatively he cannot get complete happiness from his labor if he puts only scrimped, pinched, half hearted application into his task, his duties or his life.

A Fearful Endowment

Your responsibility to yourself as to how you do your work, regardless of what it may be, is a glorious, but a fearful endowment. Providence has wisely ordained, that in order to support himself, man must be useful to others, even if only as a hewer of wood and a drawer of water, and no matter how lowly, how commonplace his occupation, he can if he will, so apply himself, so put his heart into his work, so perform his duties as to satisfy himself that he is making

progress in his life. If no greater reward were possible than the simple satisfaction to be derived from seeing a work well done, it would be sufficient.

To incite yourself to the best possible use of your talents, your capacity for good work, is the greatest service you can render to yourself, it is your insurance for the future. Before you can ever hope to honestly and earnestly put your heart into your work, two things are indispensable. First, that you choose a work that is congenial to you, one you can take actual pride in, and second, that you love your work for its own sake, not for the mere money return it may bring you, nor for the credit, the fame, the approbation its successful termination may bring to you, but because it is your work, your monument, yourself, expressed in an inanimate thing perhaps, but still yourself, plainly expressed. Whether your place in life calls for driving the pick into the unyielding ground, guiding the iron horse over the mountain heights and through the dark valleys on ribbons of steel, painting a picture or building a wall of stones, put your heart into your work.

The Brother to the Ox

The greatest pianist of his time, when asked which was his favorite piece, replied, "the one I may be playing, madam." His heart was in his work to prompt such an answer. The salesman who makes every trip a pleasure trip, who gets his pleasure, in his happiness every day in his traveling and in his business, is putting his heart into his work.

The man who has no higher purpose than to have his mind and his body drudge that he may obtain subsistence, is in a sad plight, indeed, he is truly a "brother to the ox." The man who is desirous of bettering his condition will begin by bettering himself, will demand the best of which he is capable all the time, will never be satisfied with aught else than his best.

You cannot put your heart into your work unless the desire to do so reaches away back into your inner consciousness, unless you are willing, even anxious to make all other things subservient. I do not mean by this, that you must have no pleasures, no recreation, outside of your duties, rather would I say these are necessary in order that your mind may be rounded out, your body strengthened

to render better service to your work, but I do say, that the man who allows the pursuit of pleasure or the gratification of appetite to retard in the slightest degree, the full efficiency of which he is capable, is allowing those very pleasures, that very gratification to prevent his putting his heart into his work and he is surely discounting his own future.

If you are a beginner with your house, a new employer, put your heart into your work, familiarize yourself with facts relative to the house, its origin, its functions in the commercial world, its products and its policies. Remember, that all eyes are focused on you, your every act is noted.

The Old Employee

If you are an old employe and have not put your heart into your work, start afresh, study your work and its relations to the work performed by others, get to the bottom of it, so that you will the sooner be prepared to give expression to your ideas and to assert your individuality in a sane, courteous, aggressive manner. The clock watcher, the time server, the detail skipper is not putting his heart into his work. Put your heart into your work and you will respect yourself. A man who respects himself will, of necessity, respect his employers and those with whom he works, and the reverse is also true.

Your employers cannot waste time with people who do not move forward, life is too short, competition is too keen.

Put your heart into your work and it means progress, progress means advancement, advancement spells SUCCESS.

Nothing so prepares you for better work than the perfect doing of your present task. A fraction of the time spent and the energy wasted in dodging the unpleasant parts of your work, would not only enable you to do perfect work, but would help you up to bigger, better duties.

Your employers cannot advance you of their own desire alone. It is against the natural laws of life. You must assist them all the time. All a self respecting man wants, is an opportunity to advance himself, a work to put his heart into. Given this opportunity, if he has the right material under his skin, he will forge ahead, he will gradually assume greater responsibilities, will steadily increase his value as a business asset, will gain and hold the confidence of his superiors and the respect of his equals.

It has been well said, "That the only man who ever gets there, and stays there, is the man that somebody can trust."

Be honest, don't cheat yourself of your right to advance with the world, to the attainment of an increased proficiency in your work, to a steadily increasing value to yourself and to those depending on you. Get out of the rut, blaze a new trail and the world is yours, at least as much of it as you are able to take care of.

Concentration

GO into a book store, carefully select a dozen of the best volumes that were intended by their authors to point the way to business success, to the development of character, or to any of the great topics stirring the business world of today, read them all, study and absorb the thoughts offered, and the sum of the advice and teaching will be: Concentration.

Think over a list of your business acquaintances, select half a dozen and analyze them. You will find the best merchant in your list is the one with his powers of concentration highly developed and conscientiously applied. Another man may keep his mind on the subject matter longer than a third, but not so long as the first and so on up and down the scale of efficiency.

Cast your mind back over that last meeting of directors you attended, or that recent meeting of partners or of department heads when matters of the utmost importance were being discussed, when big investments were being considered or when a decided change of policy was proposed.

Did one man of brilliant ideas, with an active brain propose a certain measure, and before the time came for debate on his own proposition, did his mind jump to something entirely different, showing his attention had flown and that his powers of concentration were nil?

Stick to One Thing

His carefully thought out proposition, his pet scheme, the plan he was sure would solve the problem, whether good or otherwise, became lost to his institution, and the prestige, the feeling of leadership, the increased confidence of his associates was lost to him because he was obviously unable to

concentrate his mind on that one thing, and by that very concentration to show distinctly to other men, his confidence in his measure and to gain the confidence in that measure.

If you employ a man to feed a machine, you want him to concentrate his mind and devote all his energies to the feeding of that machine. Let him but become careless for an instant, the material is fed in wrongly, perhaps spoiled, the machine must be stopped, the cost totals are increased and even an accident may occur.

The operator may be penalized, he may be injured, he may lose his position, it may cause a black mark against him in the mental books of his employers. He may never realize that his lack of concentration carries with it a penalty, but it does nevertheless.

The same inviolable law applies to you, Mr. Employer, Mr. Director, your lack of concentration is surely bringing a penalty to your doors and bringing it more frequently than you would imagine.

Would you care to ride on a limited train if you feared the engineer ahead was unable to concentrate his mind on his work, if you thought his mind's eye was not reaching around the mountains and through the cuts for the flashing beam of the signal, ready on the instant to pull the lever, to spread the sand and to apply the brake should that gleam on which he has concentrated his mind, show red.

As Applied to Salesmen

Were the driver of a racing automobile to dare, for ever so small a fraction of time, to relax on his concentration of the entire capacity of his every brain cell from his steering wheel, could he expect aught else than disaster? Would his act, voluntary, or involuntary be less than foolhardy?

When you, Mr. Salesman, were placing your proposition that you knew had logic, and reason and truth behind it, before the customer, did you exclude from your mind every thought that did not bear directly on the subject? Did you so concentrate on the topic or theme under discussion as to compel his attention and to cause your prospect to evince a learning your way? Don't you know that absolute concentration on your part is needful if you are to establish a feeling in his mind that he needs your product?

To revert to that director's meeting or that gathering of department heads:

Every proposition that is considered of sufficient consequence to be brought before a business organization is worthy of concentrated thought. Even if a proposition is likely to be discarded as impractical, even if sure to be voted down, give it careful, active, wide awake thought. One is just as apt to err negatively as positively. To decide against a matter intelligently requires the same close application of mind as is necessary to decide favorably.

While talking your project, or while another is doing so, don't fly off at a tangent. Pull your self back to earth and if the other party evidences a tendency to do so, gently bring him back to the subject matter.

Exhibit poise, not a false dignity, but a true poise, calculated to give the subject the impression that you have a tremendous force in reserve. It is always well to put up a front but you must back up that front.

Throwing the Gears into Action

We will suppose you have absolute faith in your product, or your services, we will assume that your confidence in your own ability is deep rooted and substantial, and that you have drilled yourself in self-control and self-mastery, haven't you done this solely that you may impress others, that you may direct the current of their thoughts regarding your particular proposition into channels favorable to your interest or desires. Suppose you have acquired all these necessary

accomplishments, of what avail are they if you have not also acquired a plus degree of concentration. This is the lever which throws the other gears into action. Without it the others are almost valueless.

Look your man in the eye, firmly but kindly. Drive every antagonistic or neutralizing thought from you. This is not hypnotism, it is not any "isms" it is common sense.

Concentrate your mind on your own theory, your own plan, your own product. Do not allow yourself to place such weight on your competitors' business as to destroy your concentration on your own. Don't waste time knocking the other fellow. Only one knock is advised in the books of books,

"Knock, and it shall be opened unto you, seek and ye shall find."

Your opportunity comes when you stand before your customer, present or prospective, when you meet with your fellow directors or your colleagues among the department heads, and you cannot afford to reject any opportunity.

With opportunity comes responsibility, they cannot exist apart. When this opportunity comes and you are ready to seize it, don't make it a "flash in the pan," by failure to concentrate on it till it has reached a conclusion.

I knew an honest old Irishman years ago, whose grammar was not of the best perhaps, but whose attitude to his work was well worth inscribing here, it was, "What you do do, do do."

Time Element in Advertising

By E. C. PATTERSON, Advertising Manager *Collier's Weekly*

KEEPING everlastingly at it, year in and year out, brings more than success—it makes a business as permanent as steel beams. The true art of advertising is to secure this priceless increment of time; to establish by long and favorable association that thing that people call "Reputation."

And because this reputation depends absolutely upon a certain unvarying standard of quality it is a positive fact that we get better values for our money in articles which are

steadily advertised than in those which are not.

Advertising creates standards. Continued advertising guarantees that they will be lived up to.

The man who has a small advertising appropriation will do well to invest it in such a way as to keep his proposition steadily before the public even in small space and few mediums, rather than to buy larger space in more mediums spasmodically.

Werner, Your Servant

BY ARTHUR W. NEWCOMB

HE that would be greatest among you let him be your servant."

And no man has ever been great who has not been a great servant.

Even those who thought that they were serving only themselves, woke up one day to find that they had been servants of the whole people.

The Phoenicians, pirating around the Mediterranean, gave the race its alphabet; Alexander the Great, conquering the world to please his boyish vanity, spread art and letters to its ends; the Cæsars, building a commercial and military world-empire to satisfy personal lust for power, found that they had but made easy the rapid spread of Christianity.

The railroad kings, stealing from thousands to make themselves rich, open the doors of opportunity to millions; Rockefeller, mercilessly crushing a few competitors, and corrupting a few traffic managers, lights the evening lamp in the homes of the common people, and education and culture are no longer the monopoly of the few.

And so with all those who have done things. Whatever their motive, they have served others.

It's all in the Current.

What's the Current?

Why, bless your eyes, it's the roll and sweep of the whole universe toward Better Things.

You can see that is true.

Kindly, fructifying suns and fertile planets are better than fire-mist.

Man is greater and better than slimy protoplasm.

The Twentieth Century is better than the First.

And so it comes about that if you would do things you must serve.

If you desire to serve, if you get your joy and happiness out of service, so much the better for you. If you don't, the Current will take your efforts and apply them to the common good, but your lot will be bitterness and disappointment.

The truly great man, the happy man, is the man who feels the tug of the Current, who knows its trend, and pushes on with it.

Its whole mass and momentum are with him in his work. He is "your servant."

Books the Greatest Legacy of the Great

Looking back over the list of the great servants of the race—willing and unwilling—we find that the boon they handed down crystallized in the form of books.

A Great Teacher inspires a book. A Great Thinker plans its philosophy. A Great Writer puts it into words. A Great Artist copies or prints it. A Great Fighter opens the way for it. A Great Builder makes the roads and the ships to carry it. A Great Salesman distributes it. A Great Organizer provides the light for the study table. A Great Educator interprets it.

Now all this is to tell you why I have called Werner your servant.

He is your servant, and mine, and the servant of the millions of today and tomorrow, because he makes good books, and makes them by the car load. And by the same token, he is a great man.

Making a Beginning

I don't know whether Paul E. Werner had any notion of being one of the greatest benefactors of his time when he came to Akron, Ohio, from Germany, about forty-one years ago. But he did his best with tremendous enthusiasm and energy, taking no account of overtime, and that's high service.

He came to Akron a youth of eighteen, without trade or occupation, or a dollar to bless himself with. But he had the blood of three hundred years of ancestors who had served their country conspicuously in civil, forestry and military offices. And he had a good bit of honest German schooling.

Several Akron business houses got the benefit of his services as clerk and book-keeper, but the click of the types and the roar of the presses, ever music in the German ear, lured him, and when he was a mere stripling of twenty-five, he was the editor and publisher of the *Akron Germania*.

Printing was a business, as well as a pastime, with Werner, and he conducted it on business principles. He gave good service to his patrons, won their confidence, saved

and wisely reinvested his earnings, and made good.

His genius was essentially creative.

In a few years he had added three newspapers in English to his German publication, and a small commercial printing plant was growing under his skillful management.

All this was fine. The youngster was doing well—better than most lads of his age.

The Gift of Prophecy

But Werner was something of a seer. Every great creative business man has to be. If he builds for today only, or for this year only, the day will come when his edifice will reach its limit and he must stagnate—or worse.

Werner saw that there was a limit to the newspaper business in a town the size of Akron—that the big metropolitan dailies would soon render news service that would reduce his sheets to mere purveyors of local gossip.

But he had a bigger vision than that. Your ordinary man could have seen that, and would have been content with trimming his sails to the gale. It took prophetic vision to plan how to do big things rather than how to adapt himself to little things.

Werner caught a glimpse of the setting in of a "tide in the affairs of men."

Rockefeller, down in Cleveland, only a few miles away, was giving the people a cheap illuminant. Edison had perfected his incandescent electric light. Schools and colleges were multiplying. The American people was becoming a nation of readers and students. Instead of printing newspapers for the people of Akron, this man would print books for the whole people—establish a book factory.

That was a big idea for a small printer "out in the provinces."

But the man was big enough for his idea. In 1880, twelve years after landing in America, Werner sold out his newspapers and began to build for the future.

The beginning was just a small job office, in comparison to the big printeries in the cities, but all the processes of the trade were carried on there—printing, lithographing, engraving and book-binding. And every job turned out gave satisfaction and created confidence.

Werner combined the qualities of salesman with those of organizer, executive, and

producer, and he was a business building salesman. Work flowed into the little shop in Akron in bigger and bigger volume. It was done at a profit and the business grew. In 1884 the establishment had a pay roll of a hundred people. Three years later, The Werner Printing and Lithographing Company was organized, with a capital of a hundred thousand dollars. The tide was now at the flood. The prophet had seen aright, and he had built wisely.

Within a year from the organization of the new company, the present site of the plant was purchased and the first buildings were erected. The capital stock was increased to five hundred thousand dollars.

Printing Rivers of Books

Here again the tireless genius of the man shows itself. The bogeys "it has always been done this way," and "it isn't done, you know," had no terrors for him. He had ideas, different ideas, and he had the courage to use them. He designed the new buildings himself, and decided upon their equipment. And it was all a snapping of rude fingers in the face of tradition.

He was building a book-factory, as I have said before, not a mere print shop. And he got the best equipment possible for the purpose.

Publishers all over the country got him to manufacture their books. The stream of orders grew and grew. Every year he had to increase the capacity of his plant by about twenty-five percent, until The Werner Printing and Lithographing Company was the largest book manufacturing establishment in America, and perhaps in the world.

Late in the fall of 1892, Mr. Werner, who had been from its origin the controlling stockholder and manager of the company, purchased the entire property of "The Werner Printing and Lithographing Company," and also the business of the following publishing houses located in Chicago: The R. S. Peale Company, the People's Publishing Company, and a portion of the business of The Belford-Clarke Company.

Mr. Werner at once organized the Werner Company, with a capital of \$3,500,000, under the laws of Illinois, with headquarters at Chicago, Illinois. Besides the above sum the company is now working with an additional capital of a surplus of over \$700,000, making a total capital of more than \$4,000,000.

A number of the attaches of the establishments purchased by Mr. Werner associated themselves with the new company, becoming stockholders and assuming the management of important departments.

And on what a scale!

Great as was the capacity of the plant, it was kept busy almost entirely upon the books published by the company.

A big editorial department was added, an



PAUL E. WERNER

Up to this time the concern had been strictly a factory.

Now The Werner Company became publishers as well as

educational board organized, and a master sales organization created.

Manuscripts and other material were bought, photographs and paintings col-

lected, popular, literary, scientific, and classical knowledge was gathered from many sources and compiled, and the people received the benefit in good books at low prices.

But the greatest triumph, perhaps,—and the greatest single service—of Paul E. Werner, was an Americanizing of the *Encyclopædia Britannica* and placing it within the reach of every boy and girl in the Western Hemisphere.

This great educational publication had always been sold at a minimum price of one

ness of mental stagnation by just one set of that *encyclopædia*?

I have.

Did you ever know the *encyclopædia*, forced into some unlikely home by the almost uncanny art of the book-agent, to take some awkward, dreaming boy, too brainy for a life of dull routine behind a plow or a dry-goods counter, and too ignorant of the law, the pulpit, or medicine, and hurl him on his way up the path of knowledge?

I have.



THE OFFICE

hundred and fifty dollars a set—a luxury of the rich.

Paul E. Werner offered it for thirty-seven dollars and fifty cents—and said that he would take his pay at the rate of ten cents a day.

Now there was some service!

Do you know what that meant?

Did you ever hear of a whole community being lifted out of the littleness and sordid-

ness of mental stagnation by just one set of that *encyclopædia*?

They are a great company whom no man can number.

How large a part in the progress of popular education during the last quarter of a century is due to the Americanizing of the *Encyclopædia Britannica*, no one can say.

But it is significant of much that for a long time The Werner Company shipped from their presses to the people one car-load of these books every day. On one occasion, it took five complete trains, of eight cars each, to carry one consignment from Akron to San Francisco.

Branch offices were established in all parts of this country and in Canada, Mexico, South America, England, Paris and Berlin.

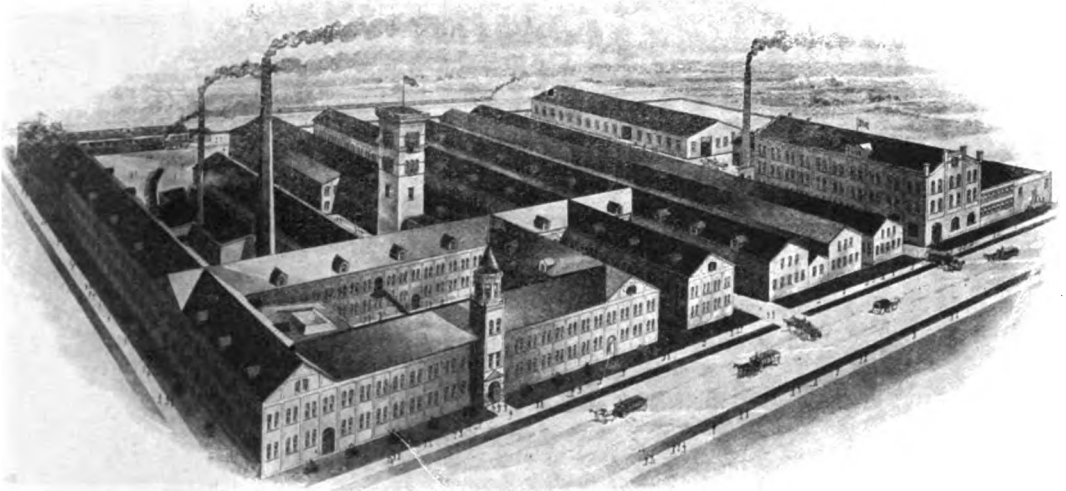
Every year, the work was revised and brought up to date by the editorial department. And again and again the salesmen combed the territory down to its most obscure nooks and corners. They are doing

"The Picture Wonderland," is taking millions through the finest art galleries of the Old and New Worlds, not once and hurriedly, like tourists, but again and again, and leisurely, studiously.

The lectures and portfolios of Stoddard, published by Werner, take countless fireside travelers around the world every year.

In a great beautiful book, from Werner's presses, the Chicago World's Fair still lives and teaches its lessons in architecture, sculpture, painting and landscape gardening.

These are a few of the things that this master servant has done.



THE FACTORY

it yet, and the company still does a big business in the Encyclopædia.

It is big business. But it is bigger service.

Art for Cottage and Mansion

Now you would expect a man who had pulled off a stunt like that to be satisfied—to feel that, for a country printer, he had outdone himself.

But Werner was only getting started.

He had given the people literature, history, biography, science and practical knowledge. He would also put the fine arts into their homes.

When I was at Akron, they showed me hundreds of books, thousands of them. Every one was worthy of mention, every one the child of some great brain, fittingly clothed for its mission of light. One set, however, made a deep impression on me. It was a set of Voltaire's works, every volume in a different binding, and every binding a faithful reproduction of the work of some one of the world's greatest artists—work that was originally done for royalty and is priceless today. But Werner has placed these royal bindings within the reach of His Majesty Bill Jones, of Markesan, Wisconsin.

Nor is this all. And I might as well own up that I couldn't tell you all the story if I were to crowd all the rest of the good stuff out of this magazine. I am just touching the high places.

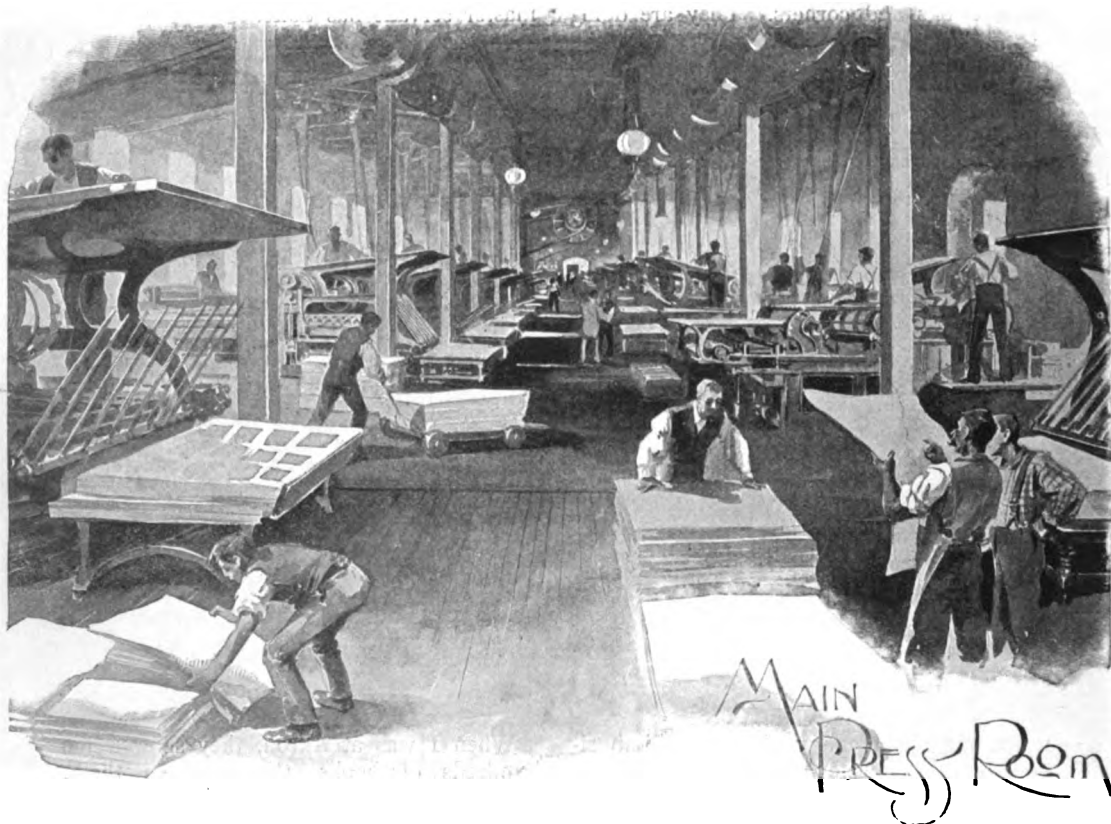
Books for School Children

Here is another incident in the services of Paul E. Werner to his day and the next. Under his management, The Werner Company absorbed the business of Porter & Coates, of Philadelphia, publishers of school books, and of the Columbian School Book Company, of St. Louis. To the lines of

The headquarters of the company have been removed from Chicago, and are now housed in a handsome three-story-and-basement office building just across the street from the ten-acre printing plant. I expected, when I started to write, that I should tell you something about the bigness of this big factory, but my space is about used up—besides, what do you care about figures?

Some Big Figures

They told me all about it, in figures that ran way up into the thousands until I got dizzy and lost track, but here are some of



school text-books published by these concerns, others were added, including a whole library of books written especially to help the teachers over hard places and make them feel better when they were sore and discouraged in the battle against the impregnable stupidity of the school boards. A life-work for the ordinary two-by-four man. Just an incident to Werner. Typical of the man.

the things that I did manage to remember.

There are 232,300 square feet of floor-space, 33,000 of which are occupied by presses alone.

The finished product of the company aggregates about one hundred big freight-carloads every month, or about three million books and fifteen million catalogs every year, the catalogs being high-class, illustrated work for manufacturers and dealers. Besides

these are millions of other printed, engraved and lithographed articles, every one a credit to the company.

I hope you are impressed. If you knew the printing business as I do, you would be. Perhaps this will interest you: It takes the skins of 25,000 head of cattle, 30,000 sheep, and 36,000 Persian and Morocco goats to make leather bindings in this factory for just one year. It takes three million leaves of gold just to print the titles and gild the edges of part of these books.

Two of Mr. Werner's sons are associated with him in the business. They are clean-

cut, likeable young fellows, and full of the same spirit that makes "the old block," off which they are true chips, the master servant that he is. But the guiding hand is still that of the man in whose creative mind this whole fabric was woven less than thirty years ago.

And, say folks, isn't it good to know that one man, in so short a time, can build so great an educational institution—for that is what it is—by just helping the race along to Better Things the best he knows how, and without having to ruin or corrupt anybody in doing it?

Mouth to Mouth Advertising

By H. W. FORD

THE best advertising in the world is "mouth to mouth" advertising—advertising that comes from people talking about your goods.

But mouth-to-mouth advertising has to be started.

Things that people are interested in they talk about; they become interested in things that are set before them in an interesting way. The only way to keep them interested is to keep on setting the thing before them.

Stop and think what it is that makes some games so much more popular than other games—when they are in reality not better games? Baseball for instance is the most popular game in America. For the simple reason that it has great talking possibilities. It is not the players who make baseball what it is—it is the "fans." Baseball is the kind of a game that you can play over again; all through the winter you can play over in conversation the games of the summer.

Same is true in business. The concern that contrives to get itself talked about the most wins in the biggest way.

The best way to start mouth-to-mouth advertising in our business is through magazines.

And that is about the only way.

And the way to keep this mouth-to-mouth advertising going is to keep on advertising in magazines.

Every time you put an advertisement in a magazine you make it easier for your salesmen to approach and sell the average customer.

Every time you put an advertisement in a magazine you make it easier for your follow-up to get the blank signed.

Every time you put an advertisement in a magazine you have influenced the great mass of your students again in your favor.

Magazine advertising is oil on the bearings of the business machine.



The Modern Pace

By Herbert Kaufman

Opportunity changes her pass-word every day—the world is spinning four times as fast as it used to. A few misguided astronomers try to dispute the fact but they're living "among the stars." The man who hasn't progressed is like the house-holder who expects the key of his old flat to fit his new home—"he can't get in."

Information soon becomes obsolete in an age where improvement dismantles more machinery than wear and tear—which incubates sky-scrapers over-month—which sets up a creed one week and up-sets it the next—which creates a hero yesterday and changes his laurel wreath to a fool's cap tomorrow.

No man is secure who feels a sense of security. Self-complacency is a frost—it kills growth. Self-satisfaction is a rust—it dulls brilliance. The universe wants new ways of doing old things, and its new ways become old over-night.

The twentieth century was born without a memory—it's so busy with today's achievements and tomorrow's projects that no one has time to remember yesterday's exploits.

The new era has cancelled the lie of vested right. Position and assured status can no longer be inherited. The millions have at last overwhelmed the thousands. The sons of service stand shoulder to shoulder with the sons of privilege. The barriers are down—this is the day of equal chance—when any man may have what he will if he possess the strength to reach it.

Those whose fathers had but the right to use their hands may now employ their brains. New view-points bred of centuries of peasants' dreams and forbidden ambition are dominant.

An eager Americanism is measuring off centuries in ten-year lengths—crowding days of energy into hour spaces—the older mankind grows, the younger its master becomes. The modern pace is wearing upon humans as wheels are worn when they race at reckless speed.

The narrow man can't survive. Broader chests and broader foreheads are ready to replace him. The young man is challenging his ability. Unless he constantly renews his vitality and reviews his knowledge, unless he keeps posted and keeps pacing—unless he adds to his mental kit, the newer tools of thought and trade—the newer system and the newer economies—he cannot hope to compete in the after-building.

Just as every power-riveter replaces a score of hammers—just so the new type of man—the virile, terrific, high-tension worker is pounding down the unfit.

There is no mercy for the weakling—the battlefield of Caesar's day was not more brutal. Human nature has not changed—only the weapons. The Roman fought with steel for gold—we are fighting with gold for steel.

The moment you become a foolish miser, gloating over your yesterdays, you are lost. You must keep absorbing new ideas as well as new air. You must build your walls higher and thicker and constantly. New men with new strength and new weapons of competition are "marching onward in the dawn" to give you contest—asking no quarter—granting none.

La Follette—Fighter

BY ALBERT O. BARTON

THERE is no satisfactory photograph or portrait of Robert Marion La Follette, Wisconsin's untiring political fighter, and there perhaps never will be. Cromwell's adjuration to paint him "warts and all" would be futile addressed to La Follette's painter. His mobile countenance is the playground of moods that chase one another like shadows over a summer lawn. With a smile he can light up a room with sunshine; with a frown he can turn the atmosphere black and charge it with lightning. Several times he has been induced to participate in mock plays and has been largely the whole show because of his wonderfully expressive and responsive face, in which tenderness, credulity, mirthfulness, passion, were alike depicted to perfection. In the making of a remarkable politician, a great actor undoubtedly was spoiled. Incidentally also a great author; perhaps a great military possibility.

As with La Follette's countenance, so with his life. In its various aspects he has been studied and written up from many points of view. Let us consider him briefly with reference to his qualities of courage and perseverance. He has found ample need for these, and has developed them from his very start in life. In the first place he was left fatherless at the age of six months, so in childhood largely had to fight his own battles as well as help his pioneer mother wrest a living from a stony hillside farm.

The Kindly Side of a Warrior

Battle has ever been La Follette's breath of life and perhaps ever will be, for so deeply have his convictions been burned into his blood in the fierce warfare he has had to wage that undoubtedly he will be carried to his bier upon his shield. Yet this man is no bloodthirsty ogre, impatient of counsel of restraint, seeking simply what he may destroy. He has a most magnetic and compelling personality; he loves to romp with children; is thoroughly democratic, an excellent "mixer" though he never has had any time to mix, and honors his superior wife by permitting her to unreservedly rule the home and bring up the family as well as

be his own monitor and guide. The perfect equality and mutual confidence and helpfulness that prevails in the LaFollette family must be almost unmatched in the domestic life of American public men.

Some Early Lessons in Self Reliance

La Follette as a boy was brim full of mischief, brilliant, the life of his every circle. Even then his elocutionary and dramatic gifts were seen. Ambition early stirred. A Norwegian pioneer of the time tells to this day how one morning there appeared before him a bright little lad of fifteen to negotiate the purchase of a yoke of oxen. "I can't pay much down, but will bring more soon," he said. "Your name?" asked the farmer. "LaFollette," replied the lad.

The La Follettes came to Wisconsin from Indiana—several brothers of them—bringing droves of horses that they sold to their neighbors. They were highly respected. So the farmer said, "The La Follette name is good." Robert got the oxen and attacked his mother's stubborn farm.

The next payment on the debt was small. The farmer said, "It will do, but next time try to meet your contract better. It is a good policy." The lesson sunk deeply into the boy's mind.

After varying fortunes, time found the family in Madison for the education of the children. His mother took roomers to help pay her way, and Robert worked at odd jobs, even to teaching a country school, riding an old gray mare—a farm survival—to and from his duties. Between these duties and the literary and forensic activities in which he was interested Robert was barely able to get through the University. In fact the proposition of letting him graduate was seriously debated by the faculty.

But John Bascom, Wisconsin's greatest University president, a man who left a profound impression upon every student with whom he came in contact, was struck by his brilliant protege and made a plea for him. La Follette won the day by a majority of one. A former member of the faculty who has been an ardent opponent of La Follette's much of the time since, loves to tell how it

was that he turned the balance in La Follette's favor, as up to the time that Bassom made his plea he had intended to vote against him.

The First Gun Fired

La Follette made his first leap into the limelight the year of his graduation when he snatched an interstate oratorical prize from a half dozen rivals. He went after the prize determined to get it. It was his first conspicuous striking of the bullseye through which he has been shooting pretty much ever since. The winning of such a contest meant more then than it does now and the victor was welcomed home with Roman triumph. Admiring throngs drew his carriage through the streets, winding up at the capitol, where—irony of politics—he was panegyrically presented by a great party leader, since one of his bitterest political opponents.

He dreamed of the stage, but needed money. A few months of hard study and he passed the bar examination. He became district attorney and his professional associates soon recognized a new force in their midst. Four years of brilliant service, and he succeeded in going to congress, the youngest member at the time. He was quickly launched on a brilliant public career. But to win his seat he had already clashed with a big political boss as he had gone over the head of the boss in appealing to the people for votes. His stormy political career was begun.

The big whips of the House early found him unmanageable and unamenable to their schemes of exploitation of public interests for private gain, which even then characterized legislation. Ingenuous, fresh from the ground, La Follette believed he was sent there to represent the people. Even Senator Sawyer, Wisconsin's mighty millionaire lumberman and political boss, could not awe him. He early became a marked man. By his third term he had risen to the important ways and means committee. Then the democratic landslide sent him back to three years of law practice.

Smarting under a violent break he had had with Sawyer of an alleged attempt to bribe him in a law suit, he resolved on war on the mighty political organization that ruled the state and brought forward one of his former colleagues in Congress, N. P. Haugen, for governor. He did not succeed

in nominating him, but his showing gave the bosses a tremendous surprise and scare. In 1896 he made his first bid for governor.

Fighting Single Handed

What followed forms one of the most astounding romances of politics. Here was a man without a single influential family or business connection, without a newspaper, without patronage, without money for the support of his family, much less for the waging of a campaign against the most powerfully entrenched organization ever known in the state, and in less than a decade's time taking captive the whole opposition, horse, foot and dragoons. It was a triumph quite unparalleled in any other state in its completeness and significance and could, perhaps, have been possible only in a state like Wisconsin. It could scarcely have occurred in an eastern state where the conservative rich not only are more numerous in proportion, but where they have under absolute control a big, inert mass of ignorant foreign labor.

In 1896 he came to the convention at Milwaukee with a majority of the delegates in his favor, but the night before the nomination an auriferous element in the air worked a wondrous transmutation, and he fell short of the needed number.

Before the nomination roll was called, Milwaukee's big boss came to La Follette and said, "Bob, we've got you beaten; but if you'll come into camp we'll take care of you."

A weaker man would have done so; others had; it had been the organization's way of disarming recalcitrants. But La Follette stood out.

His experience revealed the evils of the caucus and convention system and he began spreading the propaganda of primary elections for nominating candidates. Avoiding the big cities where the machine was all-powerful, he went up and down the countryside, from county fair to county fair, preaching the gospel of reform, creating an increasing following and enthusiasm.

In 1898 he again tried for the nomination but was again run over by the machine. However, he had grown so strong that the organization dared not do otherwise than adopt his platform, a feature of which was a demand that the railroads and other big corporations should pay taxes on the basis of

valuation like other property instead of merely license fees. By adopting his platform the organization believed it had him eliminated and that little further attention need be paid him or his platform demands.

The Triumph of Defeat

Many men yield at one defeat; many more at two. La Follette, like the wrestler of Greek fable, but sprang up the fresher and in his third attempt drove all opposing candidates from the field to a unanimous nomination.

The now defeated opposition then sought to win La Follette over on the plea that such unanimous nomination merited a concession. La Follette promised to be fair and to treat the railroads justly. Yet in his first message to the legislature he reiterated firmly his former views to the disappointment and anger of the old machine. A stormy session followed.

It was pretty much a new idea, at least in Wisconsin, for an executive to assume the responsibility and initiative in legislation. Hitherto governors have been content to merely recommend. Their responsibility, they felt, ended with their messages. If the legislators ~~did~~ not choose to act, on their shoulders be the blame. This "usurpation" which was charged against La Follette by his opponents was soon to inspire executives in other states, Folk in Missouri, Cummins in Iowa, Hanly in Indiana, and later was to be taken up in such a notable national way by President Roosevelt. But La Follette was the pioneer of the new practice in rousing indifferent legislators to their opportunities and duties.

In pretense of the compliance with the now popular demand a very ineffective primary bill was passed. Again a weaker man would have accepted this as the best measure available, but La Follette promptly vetoed it, and the session ended largely a fruitless one.

Capturing the First Fortress

So strained had the feeling between the executive and the legislators become that on adjournment practically two-thirds of the legislature organized a "republican league" which viewed with alarm the encroachments of the executive and called upon the good people of the state to throw off the fetters he was forging upon them. Sumptuous

headquarters were fitted up in Milwaukee; tons of literature sent out and some 300 newspapers of the state subsidized in the cause of defeating the governor. Still undaunted in the face of this opposition, La Follette again appealed to the people and in another spirited campaign won another nomination and election, also capturing the lower house of the legislature. In the session that followed, Wisconsin's primary law, the most complete and effective of its kind in the country then and now, was passed.

Repeated subterfuges to defeat, amend or delay the measure were attempted by a hostile senate, but the house stood firm and the opposition finally covered up its surrender by agreeing to submit the law to the people, intending to make it a political issue in the next election, when, however, it was destined to be completely overshadowed in the larger general issue of "La Folletteism." This session, like the preceding one, was crowded with exciting events. Appearing in person, the governor poured message upon message into the legislature, scoring the grasping, tax-dodging corporations and their corrupt lobby on the one hand and demanding remedial legislation on the other from a mocking and unresponsive legislature.

Every occasion was seized. When a bill came up to him, taxing dogs, he hurled it back with a veto and a 2500 word homily on the injustice of taxing the farmer's protector and letting the railroads go unregulated and with their unpaid thousands.

Finally the legislature passed a bill taxing railroads on an ad valorem basis, but the governor had pressed another demand, for a commission to regulate transportation rates. To oppose this the railroads sent trainloads upon trainloads of lobbyists to Madison; tremendous hearings were held and thousands of pamphlets sent out. Again the organization won out.

Save the primary law and the railroad taxation law, which remained to be approved by the people, the session ended much like the previous one, with most of the governor's reforms defeated.

Whole Loaf or None

The honors had so far been nearly even. The opposition now expected to see him retire from the field and cease to be a thorn in their side. That done they believed they could continue to hold the legislature and

prevent the enactment of any more of his agitations. Had La Follette now retired he would have to be written down a failure.

A small or weak man would have now yielded the fight to other hands, given over to the compromises or overtures of the enemy or feathered his nest with some more lucrative, if obscure, position. In fact, his enemies sought to capture La Follette by this very course, and had earlier succeeded in getting President McKinley to offer him a high position in the national treasury, the acceptance of which would have meant his effectual shelving. However, the astute and sagacious governor declined the honor.

His work was not yet done in Wisconsin.

Again La Follette came out as a candidate with a new issue, that of railroad regulation. The rage of the astounded opposition now knew no bounds and they concentrated all their machinery, forces and money, state and national, in a supreme effort to crush him.

The State Like an Armed Camp

A volume might be written on the memorable campaign of 1904.

For a year dramatic events trod one another's heels.

It was like the campaign of the allies around Paris with Waterloo in the end reversed. The entire state was rent in twain on the issue of La Folletteism. Every political party was disrupted; business partnerships broken up, father set against son and brother against brother; women threw their shopping to their political kin and even the children of opposing factions occasionally were not permitted to play together.

Caucuses having to do with the elections in November were held long before the spring snows had disappeared and were followed up with interest not equaled in a presidential election. The opposition had unlimited money but no leader, all deferred to Senator Spooner, who hesitated. Seizing on this demoralization, La Follette called the state convention in advance of the usual time. When it met it was like an armed camp, finally splitting into two almost equal bodies which nominated rival tickets and rival delegates to the national convention. Coming to the national convention, La Follette learned that the organization would unseat his delegates and hurled a bombshell into that body by announcing that he would withdraw and appeal to the people for vindication.

An army of speakers from each side took the state field. Not only was the great bulk of the wealth of the state thrown in the balance against La Follette, but the railroads turned in with their powerful aid. The metropolitan press, almost without exception, opposed him and many smaller papers remained loyal to the league subsidy. Finally there was the powerful influence of the federal machine, with two United States senators, several congressmen and an army of 5,000 federal employees taking the field actively against him. It was a combination to daunt any but the stoutest heart. But with his faithful tatterdemalions and his clarion voice, La Follette went on to another victory, the climax of his state career, sweeping the opposition before him like leaves before a wintry blast, not only winning this election, but, what was more important, getting a legislature pledged to carry out his policies. Then, without turning his hand over for it, his election to the United States Senate was handed to him upon a platter. Like another Caesar upon the Lupercal, however, La Follette put aside the honor for a year until the party's pledges had been written upon the statute books.

The Fight Becomes National

His subsequent career at Washington is well known. In the broader national field he is now working by the same methods toward the same ends accomplished in the state, the restoration of popular government and the arrest of the demoralizing encroachment of unscrupulous wealth upon the political fabric. From his seat in the Cherokee strip of the Senate and from the Chautauqua platform he is being heard with increasing power, and to still further advance the people's cause he has established a magazine, *La Follette's Weekly*, in whose columns the great reform leaders of the land are paying tribute to his leadership by rivalry in contribution.

Privilege and the People

La Follette and La Folletteism are but phases of the age-long struggle between privilege and the people, a struggle in which victory has been now with one side, now with the other, a struggle in which the people must realize force that "it is an endless battle to be free." La Follette has identified his fortunes with the cause of the people.



Gleanings from Business Fields

BY THOMAS DREIER

THE other day I heard a storekeeper boasting that he had such a personal hold on his customers that many of them would not buy of the clerks but would wait until he could give them his personal attention.

And he really thought that The Institution of the Individual was something about which to brag.

The poor, foolish fellow doesn't realize that he is not in business to win personal popularity for himself, but that he is head of an institution that has for its object the making of profit through service.

His time is now taken up doing the work that should be done by his clerks. His energies should be directed into channels that would yield a greater profit to his institution. He ought to be studying his organization, his customers, his market, the styles, and a score of other things. Instead, he is doing the work that could be done just as well by a clerk.

But he doesn't see that it is his business as manager of the store to train all his clerks so that they can serve the customers. He doesn't see that the only reason customers insist on having him wait on them is because he is the best salesman in the place and that his clerks are such that they fail to give satisfaction.

He pats himself on the back when what he ought to do is to give himself a good swift kick with a patent fool-kicking machine. As a clerk he is a wonder. As a manager, as an executive, he rates minus eighty per cent. Personality in an institution is a great and glorious thing. But the personality should be composite not individual. Individuals have an uncomfortable habit of dying off

every little while. And when the strength of an institution is resident in one man, that institution is slated for the scrap heap.

What our merchant friend needs, as all executives need, is to develop the personalities of all his co-workers and thus strengthen beyond the breaking point the personality of the institution.

What is difficulty? Only a word indicating the degree of strength requisite for accomplishing particular objects; a mere notice of necessity for exertion, a bugbear to children and fools; a mere stimulus to men.—Samuel Warren.

E. G. LEWIS is doing the biggest single-handed educational work in a rapid-fire manner now being done in America. He is building University City in St. Louis. Here will be found one of the greatest educational institutions in the world. And the great thing

Giving Away \$9,000 An Acre about it is that Lewis is paying his own way. He started in the publishing business with little more than the price of a meal at Rector's, and today he has publications which go into the homes of millions.

However, it is not of the educational institutions I wish to speak.

When Mr. Lewis was about to build University City he obtained an option on some land that he needed. Hard times came to him and he forfeited the option. The land could then be obtained for \$1,000 an acre.

Later the work on University City was resumed. The available land was used and Mr. Lewis once more went after the strip upon which he had once held an option. He was told he could have the ground for \$10,000.

"Why \$10,000?" he asked. "Just a little while ago you were willing to sell it to me for \$1,000 an acre."

He was told that the increased price was due to the improvements made around it.

"But I made those improvements," said Mr. Lewis. He was told that that made no difference. The fact that the land around this strip had been greatly improved added to its value and he could pay \$10,000 or leave it. Mr. Lewis was forced to pay the \$10,000 an acre.

Now this land was owned by a woman in Boston. She never did a thing to add to its value. Mr. Lewis built his great buildings around it and on that account it increased in value. Finally Mr. Lewis was forced to give her \$9,000 an acre for the improvements which he had made on adjoining land.

Is it any wonder that Mr. Lewis shows in his magazines and newspapers that he believes at least a little bit in the message sent into the world by the prophet of San Francisco—Henry George?

Accustom yourself to master and overcome things of difficulty; for, if you observe, the left hand, for want of practice, is insignificant and not adapted to general business.—Pliny.

A YOUNG business man had occasion to write a letter to his partner not long ago and, among other things, he said this:

"Looking at this proposition from a distance I can see what a great opportunity we have to become Con-

An Extract spicuously Successful. That From a Letter the success which has attended the venture during its formative period will continue, is absolutely certain so long as we continue to exercise commonsense. But supposing someone came to us today and asked: What kind of an institution will you have five years from now?

"What would be our answer?

"I am now at work on the answer to this question and I am devilish anxious to get back so that we can talk things over together.

"You see, in building a business, just as in building a skyscraper, an architect must prepare plans. The structure must exist mentally in its entirety before the foundation is started.

"So must we see our business structure as it will appear five years hence. I have seen folks try to build up a great institution without a definite plan or policy, and I need not tell you that they have failed. No institution can hold together unless different constructive methods are employed than those which were employed by the concern that took the contract to build the Tower of Babel.

"I want our institution analyzed and departmentized. Then I want constructive work done. I want provision made for growth and definite plans made which will result in growth. In these days there is no need for conducting business in a haphazard manner. Business building is not so exact a science as the science of chemistry. But two and two always make four, and with almost the same mathematical accuracy when the cause is given a certain result may be predicted.

"Now, Old Man, just get your own desires down on paper and when I get back we'll couple up our desires and form plans which will carry us on five years. Of course you know enough about architects plans to know that minor changes can easily be made when the building is well under way if changes are desired. So may we change our prearranged plans to fit new and unforeseen conditions which are bound to arise.

"We'll just get busy and work out a plan and after that we'll do some strenuous work in working the plan."

No evil propensity is so powerful that it may not be subdued by discipline.—Seneca.

A FEW months ago that strenuously successful advertising manager of *The Kansas City Journal*, W. G. Bryan, resigned. He resigned because he had been such a hard working advertising man for years that his physical being demanded a change.

Does It Pay. As an advertising manager for a daily paper Bryan was a hundred percenter. He was a leader. He built business in such a way that more than one newspaper proprietor said to himself, "I wish I could get that man Bryan for my paper."

But Bryan had to resign because he had wasted his health. He had put so much of his physical and mental self into his business that the time came when he couldn't keep

at work any longer. He tried Muldoon and was helped. But everyone knows that the only man that can help one is one's self.

Bryan is now wandering around in the West getting back his strength.

I write this about Bryan because his case serves to point out the foolishness of paying too high a price for success in any particular line. A man can win fame and fortune at the expense of his health. But what value have those things when health is gone?

Albert Pulitzer, founder of the *New York Journal*, committed suicide in Vienna recently. This Hungarian came to America when but sixteen years old and engaged in newspaper work. He retired with a great fortune. But he had won that fortune at the expense of his health. His illness, which his money could not cure, caused him to suicide.

His brother, Joseph, owner of the *New York World*, started in the newspaper business in St. Louis with nothing but his brains. Today he is a multi-millionaire. But he won his millions at the cost of his health. He is blind and is a bundle of sensitive nerves. He is compelled to live at sea on his yacht because his nervous make-up will not stand the noise and the irritation of life on land.

Joseph Pulitzer wields a great influence. He has much money—so much, in fact, that he gave \$1,000,000 to Columbia University to found a college of journalism. But is he any happier than he who hasn't won so much fame and fortune, but who does retain that priceless possession, good health?

Be careful that you do not pay too high a price for your fame and your fortune.

A politician weakly and amiably in the right is no match for a politician tenaciously and pug-naciously in the wrong.—E. P. Whipple.

ONE little word of four letters explains it—w-o-r-k," said Miss Fay Kellogg, America's foremost woman architect, in speaking of her success.

"During one period of my life I worked steadily from fifteen to eighteen hours a day.

Oh, I admit it meant sacrifice, but sacrifice is the penalty everyone must pay for success. I was obliged to sacrifice myself, my friends, my pleasures, my recreation—everything was given up to work."

A Woman Architect

This woman wanted to be a doctor and she studied medicine in Washington. But her father persuaded her to change her mind and she went for two years to the Corcoran Art Schools where she studied drawing. Then followed two years under a German tutor and two years at Pratt Institute.

After that she worked for a firm of architects in New York and then went abroad to study. In Paris she did something no other woman had ever succeeded in doing: She made the directors of the Ecole des Beaux Arts open their doors to women, despite their rule to admit only men students.

This woman now manages hundreds of workmen and directs personally the construction of great buildings. The Hall of Records in New York is one that bears testimony to her genius.

She has determination, pluck, executive ability, and believes absolutely in the ability of women to do any work they may choose to do. She isn't what one would call a suffragette. But she is doing work which will have a greater and more rapid effect in securing votes for women than hundreds of speeches by those who are only indulging in an emotional drunk.

Miss Kellogg is a woman who does things. She proves by her example that women are not without initiative, without executive ability, without those qualities needed by those who would attain success.

Economic freedom will some day come to women. But if it does come it will be in response to a demand made by women. They can get what they desire. Miss Kellogg and other women who are doing things will awaken this desire.

As Old Rip Van Winkle would say, May she live long and prosper.

To succeed, one must sometimes be very bold and sometimes very prudent.—Napoleon.

OVER at Highwood, Illinois, is the central power plant of the Chicago-Milwaukee interurban. The other day I was talking with one of the electricians there. "Does this plant supply all the power for the line?" I asked.

"I should say it doesn't," The Central he answered, looking at me Power Station as if I lacked ordinary intelligence.

"Why not?"

"Because—why, don't you see that if this plant was struck by lightning, burned down and was put out of commission in some other way, the cars would be stalled. We simply have to have other plants along the line that could supply the juice if they had to."

And then I thought of this matter of centralizing all the power in a great institution. And the foolishness of it struck me like a blow between the eyes.

So many executives take to themselves all the power and all the responsibility that when they die or become disabled their institution flounders around like a rudderless ship in a fog in a heavy sea.

The great teacher is one who teaches the pupils to rely upon themselves. The great teacher aims to so work that he himself becomes unnecessary to those he trains.

So should it be with the executive. Of course he must be the central power plant. But the officials of the electric road know that to centralize all the power is asinine and wholly out of keeping with the principles of commonsense.

Responsibilities should be passed on to others. And others, before responsibilities of great weight are given them, should be trained to bear those responsibilities.

A manager for a corporation announced that he was to leave the following week. He had been so important and so much in evidence that many wondered how the institution would struggle along without him. He, however, calmly announced that young Barton would take his place, having been trained for two years for that very purpose—trained so quietly and easily that the other workers did not know what was going on.

"I should be ashamed of myself, and certainly would not regard myself as an executive of any power, if I did not provide for my successor. One of my duties to this institution demanded that I should do that work," said this man to a friend.

The executive who neglects to train others to take his place is failing to render honest service to his institution.

Dost thou love life? Then do not squander time, for that is the stuff life is made of.—Franklin.

AS Bolton Hall points out, Joseph was no slouch when it came to showing up a knowledge of the methods which at a later date resulted in the Standard Oil Company and the other trusts.

If you remember your Bible you need not be told that Joseph was taken into Egypt where he rose in power in the court of Pharaoh. Gifted with the power of a

Wise Joseph

Harriman to see into the future, he knew that a famine was due in Egypt and prepared to meet it.

He gathered corn into the court granaries and when the famine finally struck he was the only one who had food enough to go around. Not being in business for either love or for his health, he did not rush into the breach and offer food to the starving thousands. Just like any ordinary monopolist he simply raised his price and waited.

The people managed to live somehow during the first year, but the second year found them in a terrible plight. So badly off were they that they offered to Joseph all they had in exchange for food. He, therefore, simply took the land from them, realizing, as Henry George did in a different way many centuries later, that he who owns the land owns the people on the land.

Thus did we have an early instance of the power of monopoly, and we also learn that our modern financiers are but little ahead of the ancients in matters of crafty business getting.

Good nature is the beauty of the mind, and like personal beauty, wins almost without anything else; sometimes, indeed, in spite of positive deficiencies.
Hamway.

BECAUSE the millions are believing that the merchants of the nation are building business on the proposition that confidence is the basis of trade, the mail order houses are increasing in number and to the amount of business done in this way there is no end.

Trading
By Mail

When Richard Sears started to sell watches by mail he was regarded by many as a cheap fakir. Later came the great institution of Sears, Roebuck & Company. They sold millions upon millions of dollars worth of goods. Their catalogues went into every city and hamlet in the nation. Their advertising appeared in all the mail order and cheaper home periodicals.

Merchants' associations, wholesalers, local papers, special organizations—all these tried to down what they called "the mail order evil." But the "evil" would not and did

not down. The old companies built more business every year, and scores of smaller mail order businesses were started.

Then the big manufacturers and dealers—the conservative, respectable, conventional business men—began to wake up to the possibilities of shopping by mail. They advertised their goods on a money back basis. Their trade increased.

And now we have John Wanamaker taking full-page advertisements in the big magazines to tell the nation that his stores are ready to supply anything from a paper of pins to the furnishings of a palace of a king. And Sears, Roebuck & Company are also advertising in the legitimate magazines that accept only advertising that is truthful advertising.

There are still some weak wails against the mail order evil. But these come from those who are in the way of progress. They will cease because they come from those who are behind the times.

It is only a step forward to the time when these merchants who deal with the millions by means of the mail will call for the Parcel Post. And when this call is made by the business men this great social betterment will be ours.

He that gives good advice, builds with one hand; he that gives good counsel and example, builds with both; but he that gives good admonition and bad example, builds with one hand and pulls down with the other.—Bacon.

YOU have heartbreaking difficulties with which to contend. You have to fight not only the banded powers of evil, but, alas that it should be said, the supineness and indifference of many good men upon whose zealous support you had a right to feel that you could rely. Do not be discouraged; do not flinch. You are in a fight for plain decency, for the plain democracy of the plain people, who believe in honesty and in fair dealing between man and man. Do not become disheartened. Keep up the fight."

That is an extract from a letter written to Rudolph Spreckels, of San Francisco, by Theodore Roosevelt.

Roosevelt knows what the reformer has to contend with. He knows that it is comparatively easy to fight against organized graft and crookedness and criminality. But he

also knows that the hardest fight that must always be fought by the reformer is against the indifference of the supinely good—those weak-kneed goodygoodies who accept good and evil with a smirk and justify their position by uttering that foolishly unscientific asininity, "It is the Lord's will."

In 'Frisco, as in every other large city of the nation, the reform fights progress to a certain point. A few small politicians and grafters are punished. But just as soon as the prosecution approaches the holy of holies of the Man Higher Up, the cry is sent out that the prosecution is hurting business. And in the sacred name of business the Great Grafters go unpunished and sit back with their tongues stuck against their bulging cheeks.

Beware of dissipating your powers; strive constantly to concentrate them. Genius thinks it can do whatever it sees others doing, but it is sure to repent of every ill-judged outlay.—Goethe.

RECENTLY we were told that two new planets had been discovered by Astronomer Gaillot situated beyond Neptune, the outermost known planet of our solar system. It is estimated that one is forty-five and the other sixty times the distance of the earth from the sun, or 4,185,000,000 and 5,580,000,000 miles respectively. Neptune is said to be about 2,800,000,000 miles from the sun.

After you have been sufficiently stunned by those figures just think for an instant that this earth of ours is but a speck in the great system of stars and planets. When you have this down, estimate the importance of yourself and your tasks which you take so seriously.

You may not be particularly interested in astronomy, but it will pay you to become so much interested in it that you can grasp the idea that one individual and his work is a mighty insignificant thing.

One would suspect that some individuals think that they are so powerful that all they need do is to hold up their hands in order to stop natural law from working when it is about to interfere with their personal plans.

All this, mind you, is written by one who is doing serious work and who appreciates the importance of rendering efficient service and by one who, thank goodness, has a well developed sense of humor.

And humor is the balance wheel on the individual engine of life.

Good nature is the very air of a good mind; and the peculiar soil in which virtue prospers.—Goodman.

WE are a nation of snobs, despite our loud statements to the contrary.

We are the snobbiest snobs that ever snobbed anywhere. The brightest, keenest, brainiest class in the country—the advertising men—realize this.

And so the magazines are filled with advertisements in which we are told that Mac-

Snobbery Duffles underwear was worn by Mr. Peary when he shinned up the north pole; that Roosevelt used a Remchester rifle, and that President Taft always cries if he can't have Van Diemen's beans for breakfast. One of the most asinine of all is the ad in which we are shown a hand holding a silk hat. This, we are told, is the sacred hand of Bwano Tumbo and the hat is named like unto the revered secretary of state.

Isn't it sickening?

Just why Peary's underwear should be worthy of special attention, or why Roosevelt should be selected as the man with the finest taste in hats, are matters beyond the ken of the average man.

In our advertising let us talk about the quality of goods. To talk about kings and queens and presidents is only an insult to the people. In effect these advertisements say, "You are a lot of sheep. You are snobs. Therefore we'll appeal to your snobbery and tell you that our goods are used by the men and women whose names are oftenest mentioned in the papers."

Hail to snobbery.

Order means light and peace, inward liberty and free command over one's self; order is power.—Amiel.

PARENTS who make their home the most attractive place in town do not have to lock up their children to keep them off the streets.

The married man and woman who truly love one another do not need any civil or religious contract to hold them

Holding together.

Employees Our New England settlers came across to the wilderness because they were dissatisfied with conditions in their old home. The persecutions in

Russia have driven hundreds of thousands across the border into other lands.

I write this because not long ago I had occasion to talk with a man on the subject of increasing the efficiency of his employes by giving them special training in business building. He said:

"Why should I give them special education. Just as soon as they become of value to my institution they will leave me and go elsewhere."

"I agree with you that employes do often leave the institution in which they have received the training which makes them of special value. But for this, as for all other things on the earth and in the waters under the earth, there is a reason.

"The only reason they have for moving is dissatisfaction. Keep them satisfied and they will never leave. Just as soon as they are shown a position which appears to them more attractive, they will leave you without a regret, just as you would discharge them if you didn't need them to build your business.

"You condemn those of your employes who leave you after learning their trade here. But did you ever think of those whom you discharged because they did not render you what you wanted in the line of service.

"To keep employes and employers together there must be mutual service. This demand for service from employes by employers, without an equal return of service on their part, is all poppycock and bosh. The employe is entitled to just as much consideration as the employer.

"Your problem as an executive, then, is to study ways and means of keeping your efficient workers so satisfied with this institution that no outside influence will prove strong enough to pull them away. You may have to give them an interest in the firm to accomplish this. But you must know that a man will fight for his own with more enthusiasm and more ambition than he will for that which belongs to another. The Hessians weren't in the same class with the Americans in the Revolution. They were merely hired fighters. The Americans were fighting for their homes and liberty.

"And don't you see, therefore, that the truly wise executive determines to draw to him men of great power, and after he has such men around him he not only endeavors to help them develop more power, but he makes them feel that their efficient service

is an investment that will never cease yielding returns. No employe with brains likes to look forward to the time when the chloroform age comes along and his employer tosses him aside like a sucked orange.

"There aren't so very many truly efficient workers. There are millions of the ordinary kind. You can, therefore, understand that it is the most natural thing in the world for your real efficient employes to receive flattering offers from the outside. If you permit your good men to go, you become only a training school for your rivals. This is altruistic and self-sacrificing, but your own institution cannot grow as a business success if you conduct it along the unbusiness lines of the regular public school.

"The executive of the future will draw to him workers potentially rich, and will then endeavor by every means in his power to develop this power and keep it working toward the end of building up his institution—the institution that is not his alone, but also belongs to those who help make it."

If a man has to take to the woods to live, his life may be likened unto a man who lacks power to resist temptation. The only true characters are those who can prove manhood and womanhood in the midst of the fierce battles of temptations and remain unharmed.—Hanish.

THE train was crowded and I asked him if he would share his seat with me.

I had a mighty interesting book in my pocket that I wanted to read, but my seat-mate looked like a live one and seemed willing to talk. After five or six miles of chatter he gave off this:

A Man Said "A friend of mine who is in the publishing business came around the other day and wanted some advice. He is just building up an organization and wanted to build solidly from the start. He believes in hiring the best people he can secure and is wise enough to realize that the best can only be secured by paying a good salary.

"His business had been started in a small way, but it had grown so that he had to departmentize it. He asked me what I would do and I told him to put in charge of his mail order book department a man who had secured his experience with some good house—a man with youth, snap, life, vim and ideas.

"'Give this man a fair salary,' I said, 'just enough to keep him feeling safe. Show him the possibilities of your business and

tell him that he will be given in addition to his salary a stated commission on his sales. That will make him feel that he is working for himself. Show him how he can make for himself an income limited only by his ability to produce profitable sales. He will thus become a working partner in the business, without, however, having a voice in directing the policies of the house.

"'No man with real ambition wants to be a mere employe all his life. He wants to get into business for himself. That is a good ambition. Encourage that in your helpers, but make it your business to show them how they can use the machinery of your organization to build up a business for themselves and for you. They can see that they can do bigger work in an organization than they can alone.

"'Treat your circulation manager in the same way. Give him a good salary and a commission on every subscription that comes in no matter from what source. You can be sure that he will see to it—for purely selfish reasons—that the number of subscriptions is made to increase day after day.'

"Of course, I also said that the work of these department heads should be conducted in strict accord with the policies of the house. If this man conducts his sales departments in this way he will hold his managers and will go home at night with the feeling that his department heads are really and truly interested in their work."

I could never think well of a man's intellectual or moral character if he was habitually unfaithful to his appointments.—Emmons.

FOR forty-four years William Winter has been writing the dramatic criticisms for the *New York Tribune*. He has for years been looked up to as the dean of critics in America. He was the intimate friend of the great actors and authors of yesterday. He had won and held the respect and esteem of all clean-minded men and women who were acquainted with his work.

But this seventy-three year old writer was forced to resign not long ago. And the reason was that he could not conscientiously write what the editor of the *Tribune* demanded. Winter won his position because of his truthfulness, his honesty, his hatred of sham and everything that did not ap-

proach a high standard. He was fearless in his outspokenness. He wrote as he felt, and because he wrote as he felt he wrote well. Every writer who writes well writes to please himself. As soon as one writes to please others a vital force is lost that robs the writing of its power to serve.

The standards of Mr. Winter are high. He demands from the stage the best. He holds that the stage is a great educational force. He refuses to consider it as something to amuse—to make ennui-stricken society folks forget their weariness.

And so he struck out fearlessly at shows which pandered to the low passions of the mob. He refused to consider the important fact that his keen criticism directed at the putrid shows offended the theatrical trust. And it didn't seem to occur to him that the theatrical trust patronized the advertising pages of the *Tribune*. He wrote what he believed to be right. He wrote what all men and women who love the best believed to be right.

But the business management said it interfered with business to have honest, truthful, although adverse, criticisms of plays appear in the dramatic columns. And since it interfered with business, of course Mr. Winter had either to bow his head and surrender his manhood, or else do just what he did. Loyalty to himself and to the truth, as he understood it, demanded that he resign.

Mr. Winter is an idealist and not a business man. He assumed that all great business men are idealists. And that is true. But there are few great business men. Idealism and truth must go when it interferes with the gratifying of immediate selfishness of the Man Higher Up.

William Winter, W. P. Eaton and Metcalfe of "Life" are all winners even though hounded by the theatrical trust. The country has discovered that they are real men. And, bless my soul, there are only a few of us who are perfect.

We must treat each man on his worth and merits as a man. We must see that each is given a square deal, because he is entitled to no more and should receive no less.—Roosevelt.

AN efficient, brainy, successful young business man whose name we shall say is Fernald, makes it his business to investigate every lead that promises an

opportunity to advance. Even when he has a position that is perfectly satisfactory, he doesn't turn down offers of other positions without investigating them thoroughly.

Investigate When a youngster he was an office boy in a New York office. He was receiving \$6 a week—and that was good wages for a youngster of his age.

One day the elevator man told him that a firm on the top floor wanted an office boy, And, although he was satisfied, he felt there was no harm in seeing what the top floor folks had to offer. They offered \$7.

He immediately went down stairs and told his employers that he had a chance to earn a dollar a week more. They, knowing a good office boy when they saw one, said, "Stay here and we'll give you that much."

He is now a college graduate. He knows enough about business to know that it is wise to buy in the cheapest and sell in the dearest market. He knows that employers will try to buy his services for as low a salary as possible. It is therefore his business to so perfect himself that he can command the right to say, "I shall work for this much; no less." This he can do only when he has more than one market in which to sell.

I know of another young fellow in Cleveland who followed this rule to investigate all opportunities.

He was holding down a position that gave him much satisfaction. One day he was asked to suggest some one for a certain position with an old conservative firm. He was told that a fellow about like himself would suit.

He didn't think of himself for the place until the day following. He immediately went down town and asked for the general manager. The man wasn't in and Martin was asked to wait.

He declined to wait, knowing that there is nothing that saps nerve like sitting still and doing nothing. He, therefore, found out when the G. M. would be in and walked about town until that hour.

The G. M. was busy when he was ushered in, so Martin was asked to sit down. This was an employer's trick, as Martin knew. He understood that while he sat there the G. M. could size him up by his appearance. This didn't add to his ease. Finally, after a long wait, he was called in.

"You are nervous, aren't you?" snapped the manager, knowing that to emphasize the young man's nervousness would make him easier to handle.

"Yes, I am nervous," answered Martin. "You see I am not in the habit of sitting around for an hour doing nothing except wait for a man who makes a definite appointment for a certain time."

That made the G. M. laugh and also raised his opinion of Martin. It also added to Martin's reserve of nerve. He mentally raised the salary he expected to demand \$500.

After skirmishing around a bit the G. M. said he would hire him if he would work for blank dollars—the salary Martin originally intended to demand.

Not wanting to establish the precedent of giving in easily, Martin said something to the effect that he was satisfied with the place he had, and would like to think it over for a day.

"Saline & Company are not in the habit of giving options on positions," answered the manager.

"I realize that," answered Martin, "and it is for that reason I want to think it over. It is because this is a big concern that I consider leaving my present position and ——"

"Well, take until tomorrow then," answered the G. M.

Six months later Martin asked for just twice as much as he had been offered at first and *received it*.

But he received his fine salary—and it is bigger than the salaries of many older men—solely because he had efficient service to sell and *knew how to sell it*.

The young man who does not understand scientific salesmanship is most certainly handicapped. One who does know how to sell his services need never be without work.

The only way one can sell his services is by convincing an employer that he (the employer) will receive a bargain. An appeal to his selfish desires must be made. My harsh, but truthful statement, "Appeal to his selfishness," may be softened and perfumed by calling it "Show him how you can serve him."

Martin is one who understands how to do this and has succeeded ^{where} many of his classmates in college, ^{where} their marks in class work, have failed in is a salesman.

SOME fathers are known as "the man who comes here on Sunday" to their children. But here is a bright little story from Tit-Bits that shows that the youngsters notice things.

"Mamma," asked little five-year-old Freddy, "are we going to heaven some day?"
Busy Father "Yes, dear, I hope so,"
 was the reply.

"I wish papa could go, too," continued the little fellow.

"Well, and don't you think he will?" asked the mother.

"Oh, no," replied Freddy, "he could not leave his business."

Solitude either develops the mental powers or renders men dull and vicious.—Victor Hugo.

IF you be one who labors under conditions unfavorable, rejoice. You are blessed. For it is only under apparently unfavorable conditions that great and good work is done. Your strength comes from struggling against unfavorable conditions.

Oh, I know it is hard to see Unfavorable it in this light today. But Conditions wait until tomorrow. Wait until have had a chance to look back. Then will it come to you that the most favorable conditions for your growth were those that you at the time regarded as unfavorable.

Growth causes pain, even as there are pains at birth.

The plant needs the frost and the cold, as well as the sun and the rain, to make it hardy. Consider the oak of the forest how it grows.

Cleverness is serviceable for everything, sufficient for nothing.—Amiel.

NO man can read Jack London's latest great book, "Martin Eden," without receiving inspiration that will carry him over difficulties too great to be surmounted without some strong external impulse.

In this book, which thrills with life and with colorful autobiographical facts, is to be found that which cannot fail to drive a man toward a greater and nobler ideal.

A young sailor, crude, vigorous, animal-like in his passions, and with a mind inno-

cent of the knowledge contained in books but rich in the wisdom of life, falls in love with a girl who has been reared in a rich home, educated in a university, and whose life has been protected from all that might by any means be interpreted as unconventional.

Martin Eden then becomes hungry for knowledge. He tears the vitals out of books, just as would an animal ravenous with hunger tear to shreds that which would satisfy hunger. He desired to become a writer, and to this end he sacrificed all he had, even giving up the girl, who had been instrumental in awakening in him a desire for better things because she could not understand why he would not lead the conventional life.

Living in a sordid room in the slums, doing his own cooking when there was anything to cook, doing without food and clothes in order to buy paper and stamps and pay the rent for his typewriter, Martin Eden struggles and suffers and fights frantically for fame and fortune. Manuscript after manuscript comes back with machine made refusals. Cheap magazines buy his stuff and refuse to pay. Hunger and sickness come to him. His relatives and friends cast him off. The girl he loves leaves him. But Martin keeps on. He fights the fight.

Finally a manuscript is accepted. It takes the world by storm. Instantly Martin rides on the top wave of fame. He sells all his old manuscripts, many of them going at high prices to the magazines that had once refused him.

Money and fame roll in upon him. The girl and her parents want him. He is lionized. His fame and fortune mean little to him after the life he has led. However, it must not be laid at my door that I spoiled a good story by this paragraph. Read the book and know what it is to read a man's book written by a man who has achieved.

The men whom I have seen succeed best in life have always been cheerful and hopeful men, who went about their business with a smile on their faces, and took the changes and chances of this mortal life like men, facing rough and smooth alike as it came.

—Charles Kingsley.

OF late I have talked much with a man who, for several years, served a certain religious institution with every ounce of physical, mental and spiritual

strength he had. Day after day and month after month he worked in a fine frenzy. He had a supreme faith in the work he was doing. He felt —and he thrilled with that feeling—that he was an important helper in a cause which was destined to change for the better millions of lives.

Confidence

He did not recognize fatigue. Oftentimes he worked eighteen to twenty hours at a stretch and would do that for days at a time. Only because he lived in a glorious world of illusion was he able to so work. His confidence was absolute. Nothing could shake his faith. Nothing contributed more to his happiness than to render service.

To him there were no tasks too great. He was like Napoleon when he said to his soldiers, "There are no Alps." His enthusiasm, his faith, his confidence, his great love for his leader and the institution carried him forward where other men would have trembled to tread.

But after years of this drunken frenzy of faith—after years of such happiness in work as seldom comes to men—that faith and that confidence was shattered.

Immediately his power to serve in that institution became as nothing. His one desire was to escape—to hide himself.

He was like unto a subject of a hypnotist that has been awakened before an audience after doing foolish things.

He had not been doing foolish things. But his faith was shattered. His confidence was gone. And when confidence is gone from a worker his power to work goes with it.

The panic that swept this country two years ago was nothing but the result of lack of confidence. A man may lose a million and still be rich. But if he keeps a million and loses confidence he is poor indeed.

Sales managers must keep their men filled with faith in their goods and in their house. Without this faith they will be miserable failures. When a salesman loses confidence in his goods and in his house he owes it to himself to leave, hike, get out.

The same applies to employes in all other departments of business. And—this is a great point to which to give attention—the greatest task of an executive is to keep the confidence and faith of his subordinates in himself and in the institution that employs them. Without this power to instil this confidence in his helpers he is indeed a failure.

Elizabeth Towne and Her Pluck

[BY S. JAY KAUFMAN]

PERSONAL pluck, eh? You say that that is *the* only thing that makes for success, do you? Well, let me say quickly that I agree unreservedly, and list while I tell you a "personal" pluck tale.

In 1852 two schooners prairied west to Portland on the Willamette. Then it was but a clearing. In one of these schooners John Halsey Jones saw light and dark come and go for six months. To his sawmill there he himself brought the tall timber that he had hewn. Thirteen years later he was the father of Elizabeth Towne. In these surroundings she grew into young womanhood—her existence quite humdrum. Nothing suggested a change save her desire to make others happier.

Suddenly—things like this always happen suddenly, you know—it came to her that the Great Intangible was the same at the last, call it the Brotherhood of Man, Nature, The Higher Power, or God. To her G-O-D was a lazy man's way of spelling good, and the devil, which she denied, was another way of spelling evil. She had seen strict holding to the old creeds cause much misunderstanding, and so evolved for herself the idea that it was "I." That from the one power back of the *self* came the piloting for each individual. She fancied that brain power had been given by this Better Something, and that since it had been given by something *better*, it was not intended to bring suffering. She began to affirm. She could be happy, she would be happy. . . .

Telling The World About It

And now to the personal pluck. When this thinking was resulting in a delightful satisfaction in herself, she wanted others to profit. You remember Byron says: "*He who happiness would have must share it. Joy was born a twin.*" She told others. She explained. She tried to point out a new way. Discouragements came. Ridicule of the good old style was heaped upon her, and when she might have gone down, she cornered the energy that they were using negatively into positive hope for herself, and published what she thought. If those about her

would not have it, surely there must be somewhere those who would understand.

And here is the result.

In November, 1898, Volume I, No. 1, of The Nautilus magazine appeared. A copy was mailed to each of 2800 selected names, not one a paid subscriber. It was done on borrowed capital of \$150. She and her two children, fifteen and seventeen years old, addressed the wrappers, folded the little four-pagers, wrapped them on the dining room table, and piled them into a brown canvas sack for the son to shoulder to Uncle Sam's office. The cost of printing the first issue was \$26.00.

In May, 1900, she moved across country to Holyoke, Massachusetts. There she met and was married to William E. Towne, now the associate editor of the magazine.

A House to Pattern After

Now, twelve years later, the publishing house occupies the entire lower floor of a beautiful residence in the better residential portion of Holyoke. A large office force is employed, and two wagon loads for nine or ten days each month is the mailing of a single issue. The printer's bill for one month is totalled in four figures. The magazine goes wherever the Postal Union reaches. On the publishing house no sign appears. The offices are immaculately clean and orderly.

Every girl is required to keep her work and desk so that were she to give up her work another might be substituted satisfactorily without a word from her predecessor. Prompt attendance is a strict requirement, and there is no gabfest. With absolutely no business training she built up a publishing house of her own that is a model. Her organization is perfect. She knows just where the flaws are. Her success comes from her insistence that each department must assume its own responsibilities and faithfully discharge them, at the minimum of cost and effort. She is never in the clouds, her work is right here on earth; she is a practical idealist!

She is a devotee of the new idea of the "divinity of business." Apropos of this she says: "We believe in business as a Great

School where every worker subdues himself and devotes himself to the best interests of the business as a whole, and in so doing develops within himself a capacity for more intelligent and skillful work, faithfulness, intuitiveness, self-reliance, right thinking, and the joy of being and doing."

"Last night," continued Mrs. Towne, "I met a high school teacher who asked me about our girls. 'You have a number of my girls,' remarked the teacher, 'and I am glad. Yours is more a school than a business, I have learned, and the girls keep on learning while earning a living. I believe that I shall suggest that we call it the High School Annex.'

"And that is what I want it to be—an annex where useful things are taught that have not yet been put in the high school curriculum. I get my helpers by advertising in the local papers, and every advertisement says: '*Must be a High School graduate.*' I have learned that high school graduates are ready to take up our work with pleasure and profit to themselves and the business, while girls of lesser schooling have an insufficient knowledge of English, geography, and spelling. Such girls must go into the mills or behind the counters—they are not ready for advancement in offices where good work is required.

"And on the other hand, college graduates are impracticable for general office work, because they have gone beyond the place where they can *learn* from such work. It soon becomes irksome, their minds wander, and inaccuracies creep in through inattention. To be useful in his work one must grow in it and by it. Otherwise it leads to drudgery, disgust, and failure. The college man or woman to succeed must find a place where all his interests and capacities come into play."

Elizabeth Towne brought this about by working out every detail herself. She has made capital of every blunder, because she has profited by her mistakes. She has put into her work nothing but her personal experiences. She does not theorize, she lives. And her life having been a success she throws out to the world her success talks. Think of it, in 1890 a woman unknown outside her native city, starting a four-page magazine, becomes in 1909 author, editor, publisher, and lecturer, with a magazine reaching hundreds of thousands monthly!

A New Theory of Disease

Fifteen years ago Elizabeth Towne had an idea that these things we call diseases were, as she puts it, dis-eases. And more exactly that the things termed troubles were ninety-two percent mind, seven percent stomach and lungs, and two percent real. Troubles came fast to her and first she set the greater percentage—the mind—straight. She forced—aye, forced an attitude. More personal pluck! Then she looked to air, then to her food, and when these were controlled she found that one other thing that might have been real had never existed. And so she banished her troubles, and with them poverty. She did not cure them for they were never *in her*—they were about her. Her work was suggestions for right living, based on her own getting out of the slough—nothing more.

Today she is the leader of the new thought movement in America. Men and women who do things, and who would do greater things and do them happily are her friends and readers. She presents the elixir of a life lived in learning things; things that count for evolution, cosmic and the individual. She lives, works, understands and sparkles like the "extra dry" which she tastes not. She began where other women begin; she went through it all, ups and downs, and up again.

She teaches a gospel of good cheer. She does not pull down unless on the foundation she can rebuild a greater structure. She helps people only by making them independent. Her work is unusual and unique in that it includes every creed, every race, every color. Religion, you know, is heart feeling—creeds, forms, ceremonies, rituals, are another thing. If these certain forms are crutches to certain people, she will not pull the crutch away until she has taught the wearer to walk without it. Elizabeth Towne is bound by truth not withheld by restrictions. Her message is faith and life and hope. She carries almost single-handed a great work, retaining a purpose almost sublime.

What New Thought Is

Just what this mental healing movement is and whether or not it is worthy might be emphasized. This is essentially the fad land. There are cults galore. They are sneezed at until the fad becomes a fact which allows them to sneeze at us. All this is due

to lack of understanding of what the other person is doing. It is human to disparage, and so until a movement assumes a larger than average size, it is natural that it is ridiculed. During the interim, we forget that the great man does not condemn that which he does not understand.

New thought includes an appreciation of all that makes for better things. It is an approval of every new era inclination. New thought termed Mind over Matter, Mental Healing, Christian Science, New Thought—"by any other name," it will still smell sweetly. She chose new thought because it was old thought newly coined. Mental Healing is a misnomer because there is nothing to heal. All nature is green nature in process of ripening. "All things move to better, best."

New thought is for the individual, and is opposed to dogmas. Its value cannot be overestimated. The lower death rates, the scarcity of patients in hospitals, new thinking societies everywhere, are part of it. It is the spirit of the times. To point it out in

detail would need only a reference to the personal files of Elizabeth Towne. The thousands of letters that flood in upon her contain awakenings that would touch hearts of armor.

She has rare charm and insight that it well—positively piercing. Her sense of humor is of a keenness seldom found in a thinker of her depth. Her good nature is irresistible, and at her lectures, it is common comment by her hearers that they welcome the surprise of her cheeriness tempering her profundity. Her English is lucid. She is an adept in the use of metaphor, and many of her epigrams are delightful. Here is one that is typical: "This, too, is great; to be a mixer without being mixed."

Her grasp on any topic she discusses is little short of marvelous. She seems in perfect touch with every timely question, and this was recently shown by her peace plea which was so widely quoted. That was a suggestion for the evolution of the navy into a public university of travel, for High School graduates selected by all around merit.

Success a Natural Thing

BY C. F. JOHNSON

LIKE Confucius I am forced to say: "The perfecting of one's self is the fundamental base of all progress and all moral development." In all I have said the one purpose has been to suggest to men and women the truth that "They themselves are makers of themselves" by virtue of the thoughts which they choose and encourage; that mind is the positive force which manifests in their lives registering Success or Failure. In fact, there is no such thing as failure excepting to those who accept and believe in failure. Failure! There is no such word in all the bright lexicon of speech, unless you yourself have written it there.

Success is the most natural thing in the world. The man who does not succeed has placed himself in opposition to the laws of the Universe. What will you have? Pay the price and take it, says Nature.

The man who does his work so well that he needs no supervision has already SUCCEEDED. And the acknowledgment of his success is sure to follow in the form of a promotion. But should promotion not follow speedily, the man has gained power—

grown in personality. He is more to himself.

The world wants its work done, and there is a constant search for men who can do things.

The world needs you—it wants what you can produce—you can serve it, and if you will, it will reward you richly. By doing your work you are moving in the line of least resistance—it is a form of self-protection.

To consume and not produce is a grave mistake, and upon the guilty one Nature will visit her displeasure. Success demands concentration—oneness of aim and desire. Choose this day whom you will serve. If a young man wishes to succeed in business, he will have to sacrifice the cigarettes, the late hours, the dice, the cards, and all that round of genteel folly which saps his strength, and tends to unfit him for his daily task. He must give up his midnight suppers and every habit which unfits him for rendering the very best service he can each day. A great Success is made up of an aggregation of little ones. The man who loses himself in his work will succeed best.

Just Plain Emancipation

BY GLENWOOD S. BUCK

YOU look happy this good morning," said I.

"Happy? I have the habit," he responded. "Feel like the brightest day God ever let the sun shine on. Old troubles and worries gone—killed them all. I'm the happiest murderer alive. Can't explain, except that I discovered that Misery wasn't worth while and I wrung its neck. In the last two months I have found things in life I never knew were there before. And the petty, annoying things are dead—every damn one of 'em. My wife first thought I was sick, then crazy; now she has the virus herself. Business is better, home is happier, life is sweeter. Medicine? Not on your life. I have always been troubled with too much good health. It wasn't that. Religion? No, not that either. It's just plain emancipation—a casting away of the things that hung heavy on my heart in order to give it a chance to receive and enjoy the worthwhile things that come my way. I tell you, man, it's great." And he smiled beamingly upon me as he left the car.

Emancipation! That's the word. Freedom is self-made. It cannot be given you by any act of congress, or taken from you by any tyranny. The liberty to enjoy your life is innate. Whether you are happy or unhappy depends upon your own volition.

Misery is a disease of the will. Joy comes by willing to be joyous.

Outward conditions may or may not contribute to transient happiness—but the real source of contentment lies within. Sudden riches will not alleviate the misery of the criminal condemned to hang tomorrow, any more than will sudden loss of riches make unhappy the serene man. It is through error that we have come to believe that happiness is dependent upon environment. Happiness is subjective, not objective. If peace reigns within the storms outside cannot molest. Joy enters when misery is excluded.

There are hours of elation in every life. We are all supremely happy sometimes. The secret of true living is that we continue these hours always. If we can be happy once, we must have within us the power to continue happiness. Perpetual elation is

possible to those who will free themselves from a slavery to outward conditions. The strong man makes his own environment.

The thing that mars your joy today becomes a trifle tomorrow. Make it a trifle now by declaring your own emancipation. Eradicate misery—cast it out of your heart. It exists only as you tolerate it. Live above anger, fear and worry. They are killing parasites as unnecessary to mind and heart as ulcers to the body. Death of loved ones, loss of position and wealth, even the tortures of Job, become sweet sorrow to the emancipated mind. There is a subtle satisfaction derived from submitting gracefully to the inevitable. Why kick against the pricks? Nature is never unjust to those who understand and obey her laws. She has given us the power to be happy, and we are not obeying the laws of our lives—her laws—unless we exercise and exert this power. Joy comes by willing to be joyous.

Eradicate misery—if necessary by the strength of your will, and an everlasting enthusiasm, a perpetual elation will flood your soul and you shall cry with Peter Pan, "I am youth—eternal youth, the sunrise, the new world, the poet's dreaming, the little bird breaking through its egg. I am joy, joy, joy!"

Epigrams

BY MARGARET J. PRESCOTT

Don't start today with yesterday's mud on your feet.

The great man is the one saying, "I can," among many saying, "I can't."

The man who must climb a steep and narrow stairway often reaches success sooner than the one who rides on the elevator.

The man who is willing to climb the stairs is worth more than the one who always wants to ride in an elevator.

Get a good grip and you can't slide.

The little man can smile when the sun of Prosperity shines upon him; but the big man smiles when the Son of a Sun—Adversity—is following close on his footsteps.

Human Chemicals

BY THOMAS DREIER

ONE of the most interesting problems for a man to consider is that of what constitutes a good executive. I find upon analysis that the success or failure of any institution is a matter which is dependent wholly upon the man or men with executive power. To make my point clear, let us take, for example, an institution that is controlled by one individual. If that institution succeeds greatly the man responsible will be the executive. If it fails miserably the one responsible will be the executive.

It flashed into my mind the other night that an executive is like a chemist. He has a laboratory stocked with the seventy-eight elementary chemicals. With that stock he can make absolutely every substance needed in his daily life if he possesses the necessary knowledge to properly combine the elements. He can make food, drinks, ores, precious stones, etc. He can make of his laboratory a service center of great power. If he possesses the knowledge needed to properly unite these elements he can become, with his laboratory, a master servant. And as a master servant there will come to him, as the night follows the day, riches and honor and all the other good things of life.

But I used the expression, "Properly unite."

The chemist can, by uniting certain chemicals, produce an explosion that will blow him and his laboratory into 'steen million pieces and make the matter of holding an inquest most unnecessary and impossible.

Now who is to blame?

Is the blame to be shouldered off onto the chemical elements?

Whose fault was it that the explosion occurred?

Why, it was the fault of the chemist, the executive of the laboratory. The chemical elements were good. All things are good when in their pure state or when properly united. Left in their boxes or bottles the chemicals which caused the explosion were good. United with other chemicals, they might have been made to serve a most useful and beautiful purpose. But when combined with other elements by nature antagonistic, they were even less harmonious than

two gentleman cats tossed over the clothesline and suspended by their tails.

It's Up to the Chemist

The seventy-eight chemical elements are good. They are made to serve certain purposes. Their natures are such that alone they can serve but one purpose, but when united with other elements the purpose they serve depends wholly upon the kind and number of the elements united.

Water is a combination of two elementary substances: hydrogen and oxygen. But there are two parts of hydrogen required to unite with one part of oxygen before water is produced.

So with other chemicals. What happens when the mating takes place depends upon the wisdom of the chemist. The result of uniting two parts of hydrogen and one part of oxygen will always be water, just as two times two will always equal four. It is exact. Two parts of hydrogen and one part of oxygen can never be made to produce sugar or diamonds.

The Problem of the Executive

And it seems to me that the great executive is a great chemist. Let us suppose that in his institution there are seventy-eight individuals. Each of these is different. Unlike the elementary chemicals, however these individuals, since they belong to the same general family, have many resemblances.

But they are not alike. They have different temperaments. They have had different training. Each has received different sensations, and, since all are children of their environment, each sees and hears and feels and smells and tastes in a different way.

Under these conditions it is quite a problem to get these seventy-eight different individuals to work together in harmony.

But that is a problem which the executive must solve successfully if he would build up a business institution that will stand out as a Conspicuous Success.

That is as certain as any human thing can be certain. I am as sure of that as I am sure that I am.

The problem is simplified by the certainty that among these seventy-eight there are many who are affinities—that is, they are folks who will work together harmoniously. They do not explode when united. They come together and when united perform a service as useful as the union of two parts of hydrogen with one part of oxygen—speaking this way for illustrative purposes and not attempting to draw hair-line distinctions.

Character Analysis

You can see, therefore, that the executive must be a reader of human nature. He must make it his business to study his helpers just as the chemist studies his helpers, the chemicals. That means that he must be a cold, dispassionate, unprejudiced scientist when he studies his helpers. He must view them as so many chemical elements. And you needn't become shocked at this apparently cold-blooded statement. The wise chemist knows that he must use judgment in dealing with his chemicals. He cannot be prejudiced in favor of any one for general purposes. For instance, *there are many poisons that are exquisitely beautiful*. Other poisons are so tempting that one can scarcely resist eating them.

The executive who is wise will not work contrary to nature. His prejudiced judgment—oftentimes mistakenly called love for certain individuals or human chemicals—often prompts him improperly to unite two individuals that are naturally antagonistic. When an explosion occurs, who is to blame? Is it fair to the chemicals to treat them that way merely because the chemist has the power?

Selecting the Ingredients

The great executive is able to project before him a picture of his institution and the positions in which human beings are required to make that institution a service-rendering machine. Not only that, but he is able to determine what kind of an individual each position requires.

Then he goes into the laboratory of the world and selects his helpers. He selects them solely on their merits as human-chemicals to produce certain results in certain definite positions. He doesn't, for instance, select negro workers because his office or factory is painted white and his artistic sense

demands contrast. He doesn't choose any individual solely because he likes him personally and without regard to his fitness for the position he is hired to fill.

He recognizes that it is impossible to go out and secure seventy-eight individuals who will render efficient service in their several positions and who will at the same time love one another personally.

Of course it is a glorious thing when an executive can secure a large number of workers who love one another and delight to be together. But it never happens. It never will happen.

The thing to do is to recognize the truth. And when this truth is recognized the executive will make it his business to see that those who are antagonistic are kept apart. He makes a special effort to keep those human-chemicals from meeting who are likely to cause an explosion. He most certainly does not spend any time in trying to make them mix without also making ill-results. When an executive does consciously produce such a mixture he has no license to damn the chemicals if he finds his eyebrows and hair singed off.

Of course, it often happens that individuals who are not affinities may be brought together without ill-results. Oil and water may be poured into the same bottle and no trouble will result.

But you can't make them mix.

They draw apart. Shake oil and water together as much as you please and they will apparently be wedded until death does them part when you set the bottle down. But what happens after the bottle has remained unshaken for a few moments? The oil is on top. It is separated from the water. Yet the two seem to exist harmoniously.

But did you ever try to fill a bottle with gunpowder and attempt to mix fire with it?

Continuous Human Fireworks

It is said that all literature is a confession. I am not so sure that this is literature, but I do know that it is a confession. Being so constituted chemically that I either hate or love intensely, I found myself hating certain individuals with a hate that most certainly was consistent and persevering. Like a fool anxious to do the right thing, but being wholly ignorant as to what was the right thing to do, I tried to compel myself to like certain individuals. I associated with them

with or without provocation. The result was that there was a continuous vaudeville performance of chemical explosions.

We couldn't mix. We were elementally opposed. It was contrary to our individual natures.

To make matters better I tried the wise experiment of staying away from those with whom I couldn't mix without trouble. Then many well meaning, but ignorant, friends tried to "bring us together." I agreed to that because I didn't know any better. Undoubtedly the others who hated me as cordially as I hated them also agreed to the same thing.

But periodic explosions continued to occur.

Then I said to myself, "There are certain individuals who make me most unhappy and miserable when I am with them or near them. Those folks I shall avoid in the future. I shall stay away. I don't want to have anything to do with them. Raus mit 'em."

Then, still being a fool, I continued in the silence to hate them up to the Nth power.

But having been blessed with machinery which gives me the ability to render correct judgment in the majority of cases, and being afflicted with the nature of a newspaper man who will persist in asking the question, "Why?" I began to find out what caused all the trouble. Like a good muck-raker I went around asking questions of all who appeared to me to be able to tell me what I wanted to know. I received an interesting array of advice—most of it of little use. Only a limited few were personally interested enough to give frank opinions. To those I am deeply in debt.

The above was the result of my investigations. I hate no one now.

Side-Stepping Trouble

There are several whom I avoid as I would a contagious disease. But I do that for their comfort just as much as for my own. I have at last arrived at a point where I can see that they are individuals just as I am an individual. And I know that if I had their temperaments and had received the same sensations I would do just what they are doing in the way they are doing it.

They are doing what their natures command them to do.

I am doing what my nature commands me to do.

Both of us are right, just as the fire and the gunpowder are individually all right. It is only once in a great while when united they serve a useful purpose. That is when an explosion is needed for some special purpose. Perhaps there are times when I should be mixed with certain individuals. But no one will mix us who does not want an explosion.

I say that I know what I am talking about when I liken individuals to chemicals. I know that there are some folks for whom I would make every sacrifice. I would give them anything and everything in my power to give them. Others there are whose wealth will never be increased by soliciting from me.

And all this is as natural as that two and two make four and not seven.

One who realizes the truth of all this has a big work to perform. I am speaking of one who would become a great executive, capable of drawing to him and holding together in harmony the men and women needed to build a great institution.

His work is to train his senses. He must develop himself physically. When he develops himself physically he will see right, hear right, smell right, feel right and taste right. When he does these five things correctly he will sense correctly. We know that it is upon the quality of the sensations we receive that the quality of our judgment depends. Therefore it behooves us to *practice* the philosophy of man-building.

We must learn how to develop that power which will enable us to act toward our helpers as a great chemist acts toward his chemicals. We must be dispassionate, unprejudiced, wisely selfish. For our own good and the welfare of our institution we must combine only those elements that may, without ill effects, be combined.

It may be suggested to you that the thing to do with a chemical that causes explosions is to toss it out of the window. That can be done. But in justice to the chemical you toss out, you must toss out all other chemicals that are antagonistic. And when you have done that, what have you left? Where are your power-producing chemicals, your chemicals that "make things happen." Your laboratory would be fitted up with the weak elements that aren't positive enough in their power to be antagonistic to anything.

You can't afford to toss out any chemicals that are useful. They are all right when

properly united or when left alone. Your business is to see that they are not compelled to mix with antagonistic elements.

No human chemical, with even a modicum of wisdom, will wander around seeking chances to mix up in an explosion. Explosions, as I have discovered, destroy the individualities of the chemicals that cause them.

But, you say, here is a human chemical that is worth a great deal, but the executive, on account of his chemical formation, cannot deal with him without an explosion of some kind. What can be done.

That is easy. There are chemicals that chemists cannot bear to be near. They sicken them, or have some other ill effect.

In their elemental condition these chemicals are so powerful that certain chemists cannot deal with them.

What do they do? Why, they have assistants who are not so affected. They combine these chemicals with others and bring the combination to the head chemist who then handles it without ill-effects.

This solution of the problem is one that makes one tolerant. One finds one's self more charitable, more forgiving, more sensible and infinitely stronger and masterful. This mental attitude gives one a sense of power—a sense of power that always comes with wisdom in every department of human existence.

“Confidence” and Customers’ “Kicks”

BY GEORGE H. EBERHARD

SOMEHOW, the tendency of the selling unit to let the customer “kick” and not handle the “kick” with common sense plus dispatch at the time—settling it if possible instead of passing on the “kick” to the office, appears to me to show a lack of Confidence.

Every firm, to survive, must be built on a foundation of serving a satisfied trade. Remember this when someone says we are fighting our customers.

Surely, each salesman representing a business house of modern ideas and methods should be able to know enough about the goods, method of manufacturing, system of inspection and shipping, records, etc., of his firm to properly explain or adjust the complaint in such a business-like way as will make a real friend of the “kicker” for himself and the firm.

To pass on the “kick” to the office reflects on the house and the salesman from some angle. To be right on the job with a “I am glad you have brought this to my attention. Let me see your order and our invoice, also the goods, for if things are as you say, we are wrong. You can well understand that we have the human element to contend with in our business. I shall, of course, see that any error is adjusted to your satisfaction, as I realize you are most fair and reasonable, etc.”

The “Our” feeling when thinking of the house, on the part of the salesman, is so

necessary. So many, for the moment, fight the house for the customer. It hurts, even to create that impression if you don't put it in words.

It's all in the confidence you have in yourself and what you know about business methods, your house and what you sell. Your, or in fact any salesman's experience, gives a fund of knowledge that suggests what to do.

It's like breaking a pony to the saddle, to adjust a “kick.”

It's a serious proposition to the pony. He has a “kick” coming and you know it.

I shall never forget the first time I broke a little Pinto by the name of “Black Jack.” He was a four-year-old who grew up man-and fancy-free on a lonesome-looking foothill range.

It all happened suddenly; the event was rather forced on me, like the usual “kick,” and while the boys stretched, blindfolded and saddled the pony he seemed to be “annoyed.” I finally recovered enough to grasp the reins and get astride.

Between my weight on the saddle and the cinch squeezing his gizzard, the excited little cayuse was encouraged to a method of action that made my eyes turn in and my system feel as though I were strapped to a “milk shake” machine busy on an old maid's order.

All at once it dawned on me I could “stick” and with the spurs and quirt I began to dig into the issue. It was a busy

morning, but when I got back to the corral, the pony and I had hit a friendly basis of compromise.

I realized also that never again would I lack "confidence" with a horse who had a "kick" coming—though I didn't go out after them.

Black Jack afterward was my best "friend" on many a hard, tiresome ride.

You must dig into "Kicks" and trouble. It's all easy once you ride a few down.

Make up your mind that your goods, the plan, the method, the Company, the individuals are "Right;" then hit the saddle and stick to the game. Don't let the other fellow "buck" you off or tire you out with an unreasonable argument or demand. Hit hard and clean for a fair and equitable adjustment.

Where's fair to do so, compromise, and remember **YOU REPRESENT THE HOUSE!**

The Square Deal As An Asset

How Charles H. Grasty Became an Aggressive Factor in the Newspaper World

BY HENRY EDWARD WARNER

That an editor to be successful must be a moral coward and merely serve as a plaything in the hands of the big advertisers and powerful politicians, is exploded by the success attained by Charles H. Grasty, whose story, as told by Mr. Warner, appeared some months ago in The Advertiser's Magazine. Here we have a personal success story of more than ordinary interest written in a manner that holds Mr. Grasty out as an editor that approaches closely to the ideal of what a real editor should be. William Marion Reedy some time ago wrote a scathing article entitled "The Myth of a Free Press" in which he showed that the big newspapers were controlled by influences outside the editorial rooms. After reading this story of Mr. Grasty one is tempted to believe that in the control of at least a few papers are men who dare to tell the truth. Since this was written, Mr. Grasty has sold his newspapers and is taking a much needed rest preparatory to entering the daily field again.—Editorial Note.

A FEW years ago a department store firm of Baltimore notified the management of *The Baltimore News* that it must cease publishing, in its reprint columns, items reflecting the greatness of New York—the particularly offensive item being one containing figures on New York's mammoth commerce. *The News* published the Baltimore firm's ultimatum, coupled with an editorial announcing that *The News* was a newspaper, and such vital figures in reference to the metropolis constituted legitimate news, concluding with the assurance that when advertisers were permitted to edit newspapers *The News* would go out of business. Shortly afterward it became expedient to raise advertising rates, and this offended firm took active part in a boycott, the tangible instrument of which was a signed agreement of certain business men not to use *The News*. Advertising was reduced to five columns net. Ruin grew fat on prospects. One day the head of the newspaper enterprise walked into the editorial department and said, pointing to a gang of men at work with pick and shovel on the debris of the recently-burned city:

"If the boycott wins, I can go out there and help rebuild Baltimore."

A Boycott That Failed

But the boycott didn't win. It lasted two weeks. *The News* was a family paper—a community guide with a constituency more powerful than any, advertising conspiracy. Women cancelled their store accounts.

"We can't buy here," they said, "because we don't find your prices in *The News*, and that's our family paper. We may have to trade in Philadelphia."

Groups of store patrons, and customers singly, took as much interest in the fight as if they owned the paper. And the crux of the situation was that they did own the paper. Charles H. Grasty was merely running it for them. And they won that fight. The advertisers tumbled back into the columns because they couldn't win against a man with a conviction of his business rights, who was supported by the solid sentiment of a conservative community that liked the principle of square deal.

Charles H. Grasty, now managing owner of both *The St. Paul Dispatch* and *Pioneer*

Press, is the sort of a man personally that this incident in his professional career suggests. His individuality is the dominating influence in the greatest change in newspaper policy ever known by the Northwest. Interest and counter-interests, corporations and political cliquerie, This Man and That Man, all had a chestnut in some fire to be pulled out; and in the case of *The Pioneer Press* there were so many stockholders demanding protection by suppression or exploitation, that a former managing editor writes:

"The responsible heads of the editorial department passed the long, painful afternoons and nights sweating blood for fear that a bit of real news might creep into the paper in spite of their almost superhuman vigilance. The motive power of *The Pioneer Press* was the charming afraid-of-your-own-shadow policy."

The same writer adds, referring to the recently accomplished consolidation of *The Dispatch* and *Pioneer Press*, by Mr. Grasty and his associates:

"Never * * * has so radical a revolution occurred in Minnesota journalism. as the one signalized by the consolidation. * * * The ulcer of multi-ownership has been cut from the once leprous but now rejuvenating body of the old *Pioneer Press*."

What Mr. Grasty did was this: He went to Minnesota, he looked at *The Dispatch* and saw that it was good. He and his associates bought into it. Then he decided to eliminate the ruinous condition of affairs in the field with three afternoon newspapers engaged in profitless throatcutting, bought *The Pioneer Press* with its whole outfit, abolished the evening edition of that paper, combined the news of the *Pioneer Press* and *Evening Dispatch* in a good noon edition, knocked off every shackle of influence, gave fair notice to all comers that his newspapers would henceforth be impersonally conducted along legitimate lines and made good in spite of doubters who maintained that the millenium must be a purely spiritual attainment.

What Enterprise Can Do

In the evolution of things tradition is bound, now and then, to get a shock. Mr. Grasty established his favorite corner, The Mail Bag, in which readers were invited to express their opinion on subjects in general,

including the editor, freely, fearlessly and frankly. Most people in the northwestern territory laughed and said it was no use—their contributions would go to the wastebasket if they clashed with editorial policy, or if printed they would be emasculated and contorted and twisted into shadows of their former selves. When contributions were really published, readers sat up and rubbed their eyes; when some were printed roundly roasting the "foreigner" who had so presumptuously come into "our midst," they were astonished; when Mr. Grasty ordered a frank and free correction and column apology for a mis-statement of *The Dispatch*, St. Paul shuddered clear down to its toes. When reporters were instructed to get and print facts, and political rounders on the staff were notified that there was no person on earth to avoid offending, not even the owner of the paper, people began to realize that there was something in this system.

"I don't know what to make of it," said an old reader. "First thing we know we can begin to believe what we see in the newspapers."

Now, I have said in effect that Mr. Grasty's personality is the dominating influence—but I might go a bit farther. *The Pioneer Press* and *The Dispatch* might be better named The Morning Grasty and The Evening Grasty. Why? Because there is not a department in the paper that is not a reflection of himself. He entertains certain ideas along the line of fairness, fitness and completeness which he permits no tradition, no precedent, to override. No ex parte statement of public or private offense is permitted to be printed. If the other side happens to be opposed to the editorial policy, so much the greater reason why it should be obtained and given equal prominence with the accusation. And this is not a purely sentimental or moral ground. Mr. Grasty has satisfied himself that the newspaper's greatest asset is public confidence, and that is one asset that cannot be gained by the newspaper which, in the slightest degree fosters a system of suppression for its own immediate and infinitely lesser advantage. In gaining this public confidence, which is the explanation of his present prominent position in the world of the newspaper, he has frequently been on the losing side politically—notably in Baltimore, where for years he labored, many times apparently in vain,

for the condition which finally ousted graft and corruption, put practical independence in the ascendancy and made *The Baltimore News* the most widely-read newspaper in the city. And not only widely-read, but widely-quoted and universally trusted, even by those whom it was found expedient to attack.

The Vital Point with Grasty

Editorial writers have gone to Mr. Grasty with an article on some vital issue. They have presented their prepared copy and explained that there may be some point which might affect this or that condition. They have asked him to pass judgment, and he, without looking at the copy, has invariably asked just one question:

“Is it right?”

He was never known to consider for one moment whether or not the article in question would injure either his own or some other's personal interest. Always the question has been:

“Is it right? Is it honest? Are the facts correct?”

For instance—and this is perhaps a little office information which might be considered strictly between ourselves—Mr. Grasty's chauffeur ran his automobile into a boy in St. Paul. Didn't hurt the boy much, and the chauffeur attended to his wants. Instantly the police became over-zealous to make it easy for the car's owner. That was an item that by all means should have been suppressed. But Mr. Grasty wrote a short, meaning note to the managing editor, instructing him to print all the news concerning the accident, to withhold no single fact that would be printed in the case of another, and positively to use no influence of any kind whatever to shield either the owner or the chauffeur. That was a history-making note in *The Dispatch* office.

The square deal is the only thing Mr. Grasty knows. It is the thing he demands for his papers and his men, and it is the thing he insists his papers and his men shall give the public. Not as a matter of duty. The word “duty” is obnoxious to him. Not as a matter of duty—simply as a matter of course. The other thing would be a violation of the first principles of newspaper decency, and decency is the moral, mental and physical condition that Mr. Grasty seeks to promote. He is a sentimentalist in a great many things

—especially in regard for the personal welfare of his associates and their families. He has tender sides, and he is extremely sensitive. One of his most sensitive points is his regard for the integrity of the institutions he has established. As well offer him a personal blow, as commit his papers to an unfair or dishonest policy, either aggressively or in defense.

A Career that Moved Forward

He was born Southern, but in his career became filled with the progressive spirit of the West. His father was a Presbyterian clergyman at the time of his birth in Fin-castle, Va., forty-six years ago. In 1878, in Missouri, he taught school, intending to earn enough money in that way to study law; but in 1879 a local newspaper publisher in Mexico, Mo., offered him the city editorship for the summer, and he has been in newspaper work since. In 1882, he went to Kansas City for \$7 a week and within eighteen months was made managing editor of *The Times*, then the foremost newspaper between St. Louis and San Francisco. He showed executive ability which soon sent him to the business office as manager. In 1890 he went to Baltimore as general manager of the *Manufacturers' Record*.

At that time *The Evening News* was struggling along on nothing at all, not much of that, and more of something on the debit side of the books. Mr. Grasty took it much the same as a sailing master would throw a line to a wrecked ship, for sake of the salvage. He started out on a campaign of aggressive independence. First of all, he rode rough-shod over the business interests of his stockholders, when they conflicted with good public morals. Then he made it a point to publish adverse news concerning advertisers, which soon convinced them that the editorial department was not going to be managed from the counting room. He went after the latter policy and in 1893, caused a shaking up of the police department, successfully defended an action for libel and nearly sent the complainants to the penitentiary on evidence brought out; and drove policy forever from Baltimore. He did the same thing for the pool rooms and gambling houses.

At that time Gorman had the State, Rasin had the city, and a political clique of unscrupulous policies held absolute sway in the

misadministration of public business. Mr. Grasty sharpened his longest prod, went after them without consideration for the customary rules of Queensbury and did more than any other one influence to build up an invincible independent or unaffiliated electorate; and the result was the cleanest city in the United States, as to political conscience.

But he is not always doing the militant. On *The News* he created a department of inquiry which answered thousands of questions both by telephone and through the newspaper. He supported the popular fresh air fund, which was practically a *News* creation, and got back of all movements for civic beautifying with all the energy of his organization. He devoted a page, sometimes two pages, in every issue to neighborhood news

as such—the little items of personal gossip of outlying districts, concerning what Mrs. Smith was doing and how Mrs. Jones gave a party for her twins. He invaded every house in the city with annual weeks of letters to Santa Claus, to which all the children of Baltimore seemed to contribute.

This personal touch—this in-the-home atmosphere—is the thing he is building up with *The Dispatch*. One notable example was the establishment this summer of Boy Island City, for boys who wanted a vacation cheaply and under the best auspices—but that is a story in itself. One thing is certain: Whatever *The Dispatch* and *Pioneer Press* do under the Grasty administration, will be based on that one question he so persistently asks: "Is it right?"

Physiognomy As a Business Asset

BY GERALD E. FOSBROKE

HOW vast a theme is the study of Human Nature—soul, mind and body. The soul is all that is spiritual, all that is good, all that is uplifting; the mind, objective and subjective, a marvelous source of illimitable power, influenced by both soul and body, and yet controlling both, almost an impossibility to distinguish between the workings of mind and soul; and last, although indispensable, but really least, the body, the storage battery, the generator of physical force, the furnace into which the fuel is cast—being body it loves material existence, guards that existence, continues it in the lives of offspring, after the body, the connecting link which holds us to this world, has parted, and bodily we are no more.

As the engine has in the steamgauge an indicator of the power behind it, the means whereby he who will may read, so we have in the human face an index to the inclinations, the wills, the actions of our fellow-men. More difficult is the reading of the face than of any mere mechanical device, but so perfect are the laws of nature, that the action of the oft-repeated, but most minute thought upon the tissues, eventually leaves what to the analytical mind is a readable mark upon the face, just as infinitesimal dropping of water will wear away the hardest of stone.

Then search and study this index of nature, compare and analyze. We all, con-

sciously or unconsciously, depend upon it to a more or less degree. The political, professional, or business man, must build his hopes of success upon his knowledge of this very index—the face.

The soul qualities, our spiritual imaginings, the natural and developed attributes of the mind, the perfections and imperfections of physique, controlled or not so—all are shown, whether we will or not, upon our faces.

Some Sign Boards of Character

The positive qualities—love, faith, reason, generosity, hope, optimism and enthusiasm, health and vigor resulting in force and magnetism, imagination, perception, memory, analysis, observance, self control, tenacity, persistence, adaptability, comprehension, originality, penetration, concentration, accuracy, order, tact, prudence, mental and physical energy, ambition—are shown with equal clearness.

Even more plainly do the ear marks of the negative, tell their tale, such as hatred, cynicism, ignorant obstinacy, selfishness, doubt, pessimism, listlessness, insipidity, dullness, mental indolence, laziness, instability, unreliability, untidiness, irritability, sarcasm and resentment.

Love is shown in the mild, deep and thoughtful eye, the even full lips, the broad forehead of comprehension.

Faith is indicated in the clear eye, looking into yours, the confident bearing, the open, frank face.

Reason shows in the breadth and height of forehead; balance in the even development of the perfectly rounded head, as it shows in profile.

Generosity, the indication of a large heart, is shown by the large bony frame and large prominent features following the immutable law of nature. Like will produce like.

Hope can be seen in the smiling face, the upturned corners of the mouth, evenness of expression.

Good Qualities Signified

Optimism and enthusiasm, determination, tenacity, perseverance, are indicated by the strength of face, marked eyebrows at right angles with the nose, across the face, drawn down over the frontal bone above the eye, creating a fullness of the upperlid, the perpendicular corrugations or wrinkles between the brows, (these last showing in addition intensity and concentration of purpose) the mouth evenly compressed, generous in form, but determined in expression, and lips slightly thinned by pressure one against the other, the jaw of strength that does not overbalance the face and is neither noticeable by its presence or conspicuous by its absence.

Health and vigor resulting in force and magnetism may be seen in the depth and clearness of the eye and complexion, the strength of feature, the compression of the lips, the development of the brow, the concentration of intensity behind the penetrating glance.

Imagination is disclosed in the fullness of the upper portion of the forehead; perception and memory in the development of the lower forehead immediately above the brows, accentuating the brows themselves.

Analysis is backed by the observant eye, deep set but full, almond shaped, the outer corner further back than the corner near the root of the nose, the pupil covered one-third by the upper eye-lid with the droop of concentration, the upright mark of mind concentration between marked eyebrows upon a broad and reasoning forehead, nose with septum, or dividing cartilage between the nostrils, projecting below the nostrils, the tip of the nose visibly divided.

Control appears in the fearless eye, searching yours, not with the glance of antagonism,

but of conscious power to do, the compressed lip of one who has learned that to control others he must control himself; to know others, he must first know himself.

Look for These Earmarks

Adaptability is discovered in the broad forehead, full in formation, slanting backward slightly from the brow but extending upward, the brow of comprehension and broadness of idea.

Originality is proclaimed in general make-up, facially large featured, unevenness in surface of forehead, a large nose with broad tip, which is also indicative of mechanical ability.

Tact and prudence are found in the full forehead; in the nose of which the flanges joining the nose to the face are wide, spreading, as the saying might be, the nose upon the face; in the nose, which although prominent, apparently seems to droop over the septum at the point, looking as though it were drawn toward the face at the tip.

Mental energy appears in the continually knitted brow, drawn down over the eye, bringing the eye very close to the eyebrow, the eyebrow fairly overhanging the eye, and yet the eyebrow compact, compressed, marked and long.

Physical energy is easily seen in the quick movement, large bones, uniformly large features, quick movement of the rather deep set eye, seeing everything. Both mental and physical energy, in the compressed mouth with long upper lip.

Ambition is indicated by the strength of face throughout, quick look in eye, quick, energetic movement of body, raised marks arching from the nose down past the corners of a straight mouth, caused by a drawing in of the mouth, compressing the lips with firm resolve to accomplish.

Danger Signals

Hatred and malignant sullenness lurk in the narrow dark eyes, deep set, of dull appearance, close together, the down-turned corners of a prominent uneven mouth, either upper or lower lip projecting.

Cynicism, sarcasm, resentment are foretold in the upper lip with the sneer upon it, in its wave of resentment, and in the narrow forehead with eyebrow narrow and long, far from the eye at the outer corner; in the eyebrow drawn down upon the inner corner,

twisted into a wave by the perpetual pucker in the center of the eyebrow above the eye.

Ignorant obstinacy, selfishness and coldness present themselves in the narrow, low forehead, lack of breadth between the eyes, in combination with the narrow, thin lips of the self-seeking mouth, lips so thin they scarce cover the teeth in the upper jaw, the lower jaw with angle wide and deep below the ear; and in the prominent but narrow chin.

Doubt, listlessness, insipidity, dullness, mental indolence are illustrated by wrinkles across the forehead caused by raising the eyebrows constantly with a "Well, let it go," expression, for it is easier to let it go than think it out and become certain. These traits are confirmed by the arched eyebrow far from the eye, and mouth loosely ready to tremble and quiver.

Lack of decision, lack of control, irritability and quick temper, are seen in the loose full lips of a large mouth, one corner usually higher than the other, large nose with distended nostril, eye prominent with wild bushy eyebrows, hair of the eyebrows running different ways, not smooth but projecting, a puffiness beneath the eye, drooping of the lower eyelid, showing slightly red, which with transparency of complexion will show weakness of heart action, and weakness of constitution.

Learn by Study and Observation

But enough—lest you weary. More need not be said. Compare the outline of positives, with known qualities, and the personal appearance of your successful and highly prized employe, compare the negatives with the trouble maker, the unreliable.

Take these suggestions—they are no more—and begin to observe. Knowledge of the game, of the one to be dealt with, gives

power. The more you see—the better you can read the likely action of another in his face—the stronger, the more certain you are to win, whether in the small things or in the large.

Remember that the man who succeeds builds from the bottom upwards, carefully taking heed of the most minute detail; if the detail is properly, correctly, cared for, the project based upon that detail is sure to succeed. Cultivation of the habit of seeing, both by the employer and the employe, and tactfully taking advantage of what is seen, leads directly up the ladder of success, step by step, with a steady balance born of knowledge.

Yes! Many there are with one fault or another; no one is perfect. Choose the man or woman, with a reasoning knowledge of his or her fitness, knowing his or her shortcomings; and place a guard upon them, for the good of the one so guarded and for your own good. Knowing the weakness of those with whom you are brought in touch, lend the hand, the helping word of brotherly love, taking those around you beyond themselves, bringing to the front the good qualities and stamping out the opposite.

Knowing others, you give to them that which they lack—a knowledge of themselves, as others justly see them. Use consciously that marvelous power, knowledge of human nature, developing that power to the full.

See upon the face the unspoken word, often directly contradicting the word spoken, and, recognizing the cloud of opposition rising before you, take to windward and transpose the opposition. Veritably, the voice, at the dictation of the mind, may say that which is not true, deceiving, to a certain extent, even the one speaking. But the face belies the spoken word, the truth beams forth—that he who will may read.



The Cost of Crime

By GRIFFITH J. GRIFFITH, Secretary and Treasurer Prison Reform League

WHAT is the annual bill that the citizens of this country have to pay on account of crime? I confess frankly that I cannot give the vaguest approximation. Prof. Charles J. Bushnell, of Washington, made the statement in 1908 that the American public was on the verge of bankruptcy since it expended \$6,000,000,000 a year on the criminal, pauper and vicious classes, while the annual increase of wealth aggregated only \$5,000,000,000. He declared himself ready to defend that astounding statement with an elaborate array of statistics to which, at present, I have no access.

Quite recently the Massachusetts Prison Association has published a pamphlet in which it claims that the crime bill of that state, paid in state, county and municipal taxes, exceeds six and one-half million dollars a year, being larger than any other except that of education. This calculation, however, was arrived at by adding up merely the cost of salaries and maintenance of prisons and reformatories; and this, as I shall explain later, seems to me to omit many most important factors.

World's Estimate

Here is a statement by the late J. P. Altgeld, formerly governor of Illinois, which takes a somewhat wider range: "No man," he says, "can examine the great penal system of this country without being astounded at its magnitude, its cost and its unsatisfactory result. There are in the United States upwards of 2,200 county jails, several hundred lock-ups or police stations; between fifty and sixty penitentiaries, with workshops, machinery, etc. The first cost of the erection of all these buildings and shops has been estimated at upwards of \$500,000,000, which is dead capital, the interest upon which sum alone will annually amount to \$25,000,000. To this must be added the sums annually appropriated out of the treasury to feed the prisoners, pay the officers, judicial and executive, and keep up and maintain all of these institutions, which sums have been estimated at upwards of \$50,000,000, to say nothing of the costs paid by the accused. There are, in addition to the many thousands of police-

men and detectives, about 70,000 constables in this country, and about as many magistrates. There are upwards of 2,200 sheriffs, and in the neighborhood of 12,000 deputy sheriffs. Then come the grand juries, petit juries, judges and lawyers; next the keepers and their numerous assistants for all of these prisons; making about a million of men, partly or wholly supporting their families from this source. And, as I am on the list, I may speak with freedom and say that, as a rule, they are comfortable, are anxious to hold on, and ready to defend the system which gives them and their families bread. As a rule keepers of prisons like to see their prisons well filled."

Other Important Factors

It will be noticed that many new factors are introduced in the foregoing passage, which was written about nineteen years ago. Since then the population of the United States has increased materially, and crime has grown even faster than the population, so that the estimate of a million men, dependent for their livelihood on the apprehension, conviction and detention of criminals, would be today considerably below the mark. Suppose, however, that we put it at a million, for the sake of easy figuring. I think it would be conservative to calculate that these men make on an average \$1500 a year, which gives a billion and a half.

Wherever that abomination, the fee system, is in operation—and it is very general throughout the country—it is almost impossible to reach any approximate estimate of the sums made by constables not only from arrest fees, but also from mileage charges and other incidentals that form the greater part of the bill. Here in Los Angeles county constables were reaping so rich a harvest from the arrest of men on all sorts of charges—a vast proportion of which was unquestionably trumped up—that it was found necessary to limit them to \$1200 a year. But how, for example, are you to calculate the receipts of the sheriff's office in Los Angeles, which is run on the fee system, is admittedly one of the fattest political plums, and is estimated worth all the way from \$50,000 to \$100,000 a year? What an infamous sys-

tem; specially designed, one would think, for the miscarriage of justice and for political corruption!

Men universally shrink from jury service, though one must make an exception of that wretched class that constitutes the professional jurymen, eager to serve for the per diem, with such side pickings as may develop. How are you to estimate the loss to business men that the passing of days and months on jury duty entails? And, above all, who shall sum up the loss of wealth, from which all of us would benefit, involved by the withdrawal of men from productive employment and their devotion to destructive lives of crime, with the detention at the direct expense of the public, which almost inevitably follows? To calculate this is to figure out a great portion of the incalculable waste of a civilization which in a thousand and one ways diverts human energy into unproductive or essentially destructive occupations.

Consider again for a moment this army of a million men which makes its living by the apprehension, conviction and detention of lawbreakers; to which the taxpayers contribute, at least, a billion and a half annually. From the economist's standpoint every member of that army is non-productive, and it must be remembered that, as a class, these men are sharp-witted and energetic; capable, therefore, of much wealth-producing effort. How are you to estimate the loss from that source alone? All over the world people submit far more gracefully to indirect than to direct taxation. In the latter case they know to a penny the bill which government presents, but in the former they can only conjecture in the vaguest manner. On which account indirect taxation has been termed the art of plucking the goose without causing it to squawk. In fact the goose often chuckles with delight as new "protective tariff" taxes are imposed. So it is with the bills presented to us in connection with crime.

At this writing the entire country is watching with breathless interest Tammany's fight for life in New York city, and the struggle has been made the occasion for the appearance of various articles in the leading magazines that throw an awful light on the White Slave traffic, and the gambling houses and saloons which are the haunts of criminals and prostitutes. We are informed that New York city has become the procuring center

of the world; that from it ramify lines of communication with all the principal cities of the United States and points so distant as the mining camps of South Africa. We learn that the trade in female flesh is organized in accord with the most advanced business methods, being operated at an immense number of centers by "cadets," that is to say men whose business is seduction and who live by the earnings of their victims, sold at established market rates to the syndicates that conduct the establishments in which they find their final home. Startling revelations are made as to the profits realized by the police through their connivance at and powerful support of this vast and essentially criminal business; and a great editor, S. S. McClure, of *McClure's Magazine*, tells us that ours "is the only country in which honest policemen have everything to fear in enforcing the law, and in which the police in general are engaged in degrading the community that they are supposed to serve."

Concluding an article that has been the talk of the East the writer says: "There is one thing that will change this and one only. The local government of cities must be taken from the hands of criminals and purveyors of vice." The entire gist of his indictment is that we are face to face today with the staggering fact that our leading cities are under the rule of organized crime.

Who can estimate the economic loss involved in such conditions; the vastness of the burden beneath which the producer groans? For it is obvious, being the first lesson in political economy, that every dollar that finds its way into the pockets of the non-productive means added toil to the actual creators of wealth. In saying which I do not mean that only he who labors with his hands is a producer, for I rate most highly the productive power of brains, the value of invention, of new suggestions and ideas. But I do mean that everything connected with crime, and vices so flagrant that we are justified in classing them with crimes, is worse than non-productive and constitutes an incalculable burden laid on the brain and hand workers of the world.

Startling, therefore, although the six billion dollar a year estimate of the cost of crime, given by Prof. Bushnell, may appear, I deem it greatly below the actual mark if tested by the golden rule of political economy.

Booze, the Bootblack

BY JEROME P. FLEISHMAN

GOODNESS knows where he got that name. It's the only title I've ever heard applied to him. "Booze" conducts a shoe-shining chair on a prominent corner in the residential section of Baltimore. He is as black as the proverbial ace of spades.

There is nothing about "Booze" that differs very materially from the make-up of the average colored bootblack, except this: He can polish a pair of shoes without once looking at them.

Now, you'd imagine this fellow is an expert, wouldn't you? But the fact is that the reason he doesn't look at the shoes he happens to be shining is not because he is exceedingly skillful at his trade, but because he is too busy paying attention to everything else except the job in hand to care very much whether he does his work right or only near-right.

In plain words, "Booze" isn't in love with his work. He is careless, slipshod, slovenly, indifferent. Climb into his chair, and he will seize a brush, daub some liquid polish recklessly over your footwear and proceed to ply the brushes while he looks north, east, south and west to see what is going on in the world around him.

I have had several personal experiences with "Booze." His manner is always the same. He is polite and willing, and all that sort of thing. But as a shoe-shiner he is distinctly second-rate.

"Booze" doesn't hold a customer very long. Perfectly natural. He doesn't give service. The shoes that have been shined by him are shined bright in spots and left dull in other places. To him there is no such part of a shoe as the heel. He thinks that the front of the shoe is the only part that shows. So what's the use of bothering about polishing the heel? And what's the use being careful, anyway? Shining shoes is a job that anyone can do, and they all do it alike.

That is what *he* thinks. But there is a right way and a wrong way to do everything

—even such lowly work as shining shoes. "Booze" doesn't know that. He has never taken the trouble to find it out. Those who patronize him soon find it out, however. "Booze" is a good fellow in his way. He seeks business assiduously. But he doesn't *build* business. There is a difference.

I know hundreds of employees doing work considerably more important than shining shoes who could profitably study the methods of this bootblack and find in them the reason for their own lack of progress on the road-way to Success.

It isn't the work you do. It's the *way you do it* that counts. No man can succeed who looks upon his work in a spirit of secret loathing. Success isn't builded upon half-heartedness. Success means *work*—honest, hard, conscientious, *thorough* work. You can't do the job assigned to you with your mind on a half dozen other irrelevant things. Thoroughness means concentration. Concentration is the art of doing one thing at a time, to the exclusion of everything that detracts from the *quality* of the work in hand.

The following, which I read in a business magazine some time ago, gives a pretty good idea of what concentration really is, and I pass it on with the hope that it will impress some reader of this article as forcibly as it impressed me at the time I first read it:

"Concentration is the watchword of achievement. It is what the hornet puts into effect when he wants to make himself felt. His stinger is a little thing: it weighs no more than a hair; but it has been known to lift 200 pounds of meat two feet in one second. That is concentration. Many a brain that weighs 52 ounces is too weak to lift even an idea high enough for inspection. That is scatteration. Young man, concentrate. Settle your mind down on one thing at a time, and settle it down hard. You can buzz over the face of a job from now till doomsday; but you'll never be worth a continental till you light somewhere and sting."

Most Men Are as Lazy as They Dare Be

BY JOHN A. JAYNE

MOST men are as lazy as they dare be! That sounds like a pretty sweeping statement. At first glance it doesn't seem as if it could be true. It is a fact that 80 per cent of the men who go into business fail at some time or other in their business career.

It is a fact that 80 per cent of the office, store, farm and mill workers must be under constant surveillance, must be constantly prodded and pushed in order that they shall earn for their employers enough money to justify their continuance "on the job."

It is a fact that 80 per cent of the ministers, lawyers, physicians and small merchants fail to get beyond the hand-to-mouth style of living throughout their career.

It is a fact, that at the age of sixty-eight, 80 per cent of the men living at that age must needs depend on their day to day efforts, their sons or daughters, friends, county or state in order that the spark of life may be kept alive in them.

Why is all this? The world owes every man a living. There is enough in the tillage of the poor. We live in a land of well nigh infinite resources and, in normal times, unbounded prosperity. Our people, all of them or the great majority of them, ought to be prosperous, independent, dependable men.

They are not.

Why not?

May not the answer be found in the statement: Most men are as lazy as they dare to be. Are not most men content to just hang onto their job, their business or profession so long as it gives them a living, keeps them from being thrown into the ranks of the men out of employment?

Do not most men work simply because they know they must work, and not because they love their work? Are not most men

satisfied to do their work not in the way that shall win for them the title of a faithful worker, but in the way that leads the employer and those associated with them to think that if they could shirk they would shirk? Are not most men eye servants?

It's a strong proposition, yet you can make a list of fifty of your acquaintances. Then ask yourself how many of them do any more than they are expected to do and still retain their positions. Isn't it true that most men watch the clock, slight their work and crawl out of the extra duty whenever they can do so?

Come just a little nearer home. Take yourself for instance. How much time and effort are you willing to put into the work you are doing or the cause that needs your support over and above that which is absolutely required? How rarely have you put your best effort continuously into your line of work? You know that the men who have succeeded where you have failed have not been clock watchers, time servers, eye servants. You know that they have not had at the beginning of their careers better opportunities than you, that their brain capacity was not beyond yours. You know these things. Why, then, have they succeeded where you have failed?

The only answer that can be given is found in the thought that these have been willing to work, they have not been lazy, they have not been shirkers. Industry is the golden key that opens doors of opportunity. "Seest thou a man diligent in his business; he shall stand before kings."

Consider the proposition: Most men are as lazy as they dare be, and then ask yourself in what class you belong, the worker or the shirker. The answer you give may solve the problem why you are not, or why you are a success.



Different—and Better

BY C. M. FALCONER

HE paused at the office railing and let his eye rove leisurely over the scene. There was in his manner satisfaction, achievement, as if to say, "This looks good to me, I'm glad I'm here, I shall find friends." His look, falling upon all of us in turn, conveyed a message of good-will that, for a moment at least, lightened each man's task. It was impossible to resist the contagion of that smile, that twinkling eye, that whole attitude of friendliness. Every man in the place began to wonder whether he had not come to see *him*. Several, indeed, so far forgot themselves and the traditions of the office as to start towards the stranger; but, as was proper, it was Johnny who reached him.

Handing the boy a card, with advance payment in the shape of a real "Sunday-night" smile, he said, simply but confidently, "Tell the Purchasing Agent that I should like to see him, will you please."

"The American Typewriter Company: Arthur Bates, Special Representative," I read. A typewriter salesman. Why, he looked like a gentleman! As I glanced up for another view of this surprising visitor, he caught my indecision, decided for me, and made his way through the swinging door over to my desk.

Forestalling Objections

"I know what you're thinking," he said; "but you needn't say it. You are very busy, and a typewriter man interests you least of all. You are not in the market for any machines, you find some other make perfectly satisfactory, and all that sort of thing. Well, I shan't inflict myself upon you. Not one man in a hundred that I see is actually in need of a typewriter; but everyone, even you, *will* need one sometime, and that is why I came to see you.

"I guess I look different from the general run, don't I? I haven't brought a sample machine with me, nor have I a ream or two of advertising matter and catalogues. Those things only interest a man when he is ready to place the order. They are incidentals, something that happens once in a couple of years. But every day letters are being written and dispatched in all directions. Every

one of them is intended to accomplish something, and it makes all the difference in the world how they look. They are just like salesmen in that respect.

"Now, the American Typewriter Company realizes that the main thing about its typewriter is the work it does, the actual, concrete, tangible results. Here are a few letters that illustrate what I mean." And he laid on the desk before me several samples, which won my attention instantly through their very attractiveness. They were "different"—and better. Up to this point I had not been particularly interested. The novelty of the man's tactics drew my attention to him, personally; but, while I was enjoying his visit as a relief from the dull routine, I had not the remotest intention of getting down to business, and fully intended to terminate the interview at the first possible opportunity.

The samples were good. There was no doubt about it. The neat boxing of the date, the simple salutation, "Dear Sir," the artistic spacing, the address in the lower corner, but, especially, the clear typography stamped each letter with QUALITY, as plain as a watermark. I read them all. They were, to my surprise, *not* testimonials, but ordinary routine letters, about shipments, collections, acknowledgments of orders, apologies for delays, etc. Yet every one fit to send to the most captious critic. I remembered with an inward blush how many times I had put my name to others that were *so* different.

A Talk on Letter Quality

"A number of things go into the makeup of a letter," continued Bates. "Of course, it goes without saying that you ought to have good paper, first-class printed work and attractive design; but, first and last, is it not the letter itself, the typewritten part, that makes or mars it? And it is so easy to have that of the very best. The machines that wrote these letters are not demonstration models, kept constantly in extra fine condition, but in actual use by those very firms; and the letters were written, not by experts of ours, but by their own typists. There is nothing extraordinary about it.

"Now, Mr. Joslyn," continued he, "unless your letters are as good as these, or better, they are not doing the work they should, they are not getting the attention they otherwise deserve. The high-salaried men who dictate them are being unnecessarily handicapped. Grit is being sifted into the bearings of the business. And such is the case, as I have taken the liberty of finding out.

"It makes no difference how much you paid for your present equipment, how recently you bought them, how much you pay your operators; if the machines don't do the work, it is economy to scrap them, every one. Throw them out, put in new ones, Americans, and change *them* as often as necessary. It's worth it.

Making a High Bid

"My proposition is just that, in a nutshell. I want your order for an entire new equipment of correspondence machines. I shall not debate prices and terms with you, because we shall give you our best without making you fight for it. And the same as regards the allowance for your old machines. An apparent saving of a few dollars is not what you want, I know. The work's the thing; and that we intend to give you, and secure our promise by an absolute guarantee. In other words, put in the American *on trial*, let me show your operators how to get the best results, keep our samples for reference, and if your regular correspondence does not average as good as these letters, or better, I will take my machines away and put yours back, without a cent of expense to you. At the end of the trial period I shall come to you for a frank statement, over your signature, of just how well pleased you are with your bargain. That's a fair proposition, isn't it? If I lose, I pay up like a man; and if I win, you gain much more than I do."

"That's a pretty big demand," I replied, hesitating between the novelty of it and its possibility of giving me what I wanted, what every business man wants, better results.

The "Closer"

"But it's absolutely gilt-edged. You take no risk—nor do we, for that matter. The difference between ordinary work and the best is well worth the amount of our bill; but as a matter of fact it won't cost you that much. I have based my whole argument

on one point alone. It is the most important point, but there are others. You will gain in time saved, ease of operating will mean less fatigue to your young ladies and consequently fewer mistakes and better work generally, our key-tension device not only means neater work but a saving in carbon paper—in fact, you will save all down the line. You ought to save the whole cost in a few months. Just O. K. this requisition, please, and insert the number of machines you will need. I will have them down here inside of three or four days, and we will take good care of your old ones until you tell us you don't want them back."

What could I do except "sign up?" His logic was invincible, he defined the issue clearly, without dragging in a lot of unessential technical data, after the manner of his "competitors." I don't believe that man has any real competition, to speak of. And the reason for his success I found tucked away in his farewell remark:

"Good-bye, Mr. Joslyn; I am glad to have been able to *serve* you. I shall be in from time to time, to see that everything is running smoothly. Thank you for your attention."

He succeeded, because he did not leave me any alternative. He made it plain that to turn down a proposition as good as his would be nothing short of absolute folly, yet he neither impeached my judgment in the past nor tried to dictate to me how I should act. Would that his kind were more numerous.

How You Can Read Character

THE principle involved in the reading of character is this: Every man reveals his personality, his thoughts and feelings, his habits, his prejudices and even his state of health, in the tone of his voice, his facial expression, gestures, words and particularly his features.

Even a quick, careless glance at a man tells you something about him; and the way to become an expert judge of human nature is to train yourself to look for the signs that are hung out all over people. Of course that is a pretty big task; but if you begin right, look first for only the most obvious signs and gradually acquire skill in interpreting them, little by little you can increase your "vocabulary," so to speak, until it is

surprising how much you can learn about your customer merely by observation, before you have had a word of conversation about him or with him. It is really not as hard as it seems.

Knowing, from your first glance at the stranger, to what type he belongs, you know about what sort of objections he is going to put forth; for the "stock objections" group themselves according to the men who make them. Consequently, you are prepared, you go "on guard" immediately; and then, instead of receiving a knockout blow, you smilingly side-step and hand your prospect a chunk of points about your proposition.

Every business proposition has two sides, like a coin's head and tail. On one side is what is costs the buyer, on the other what he gets. Every objection except bona fide requests for information, hesitation as to final details, etc., is due to the buyer seeing only the cost side.

Now, every "seeming advantage can be converted into a real advantage," just as the coin which, tails up, makes you lose, would make you win, heads up. So, every objection not based on some actual point of fact concerning your goods or your house or your prospect's circumstances, can be turned about and made into the strongest kind of an argument in your favor. It is all the more effective because you are using what the prospect told you himself. Better still is to catch the unexpressed thought, before he has given it the final shape of an objection, and transform it into a point in your favor. It not only takes the words out of his mouth, but increases confidence in a way that no amount of denial and argument and rebuttal ever could.

The point is this: there is a vague question in his mind; you are the agency that helps him to shape it; but you also shape it *in your way*.

Advertising Helps Salesmen

BY C. E. JONES

GOOD salesmen pay themselves, and they pay you. You cannot get another one as good as your best. If you could you would.

But you can aid your salesmen—you can save their time and increase their efficiency.

Suppose you say that you increase their efficiency 25 per cent—that means that four men will do the work of five—that 60 dollar men will do what you expect of 75 dollar men. You would rather have a 75 dollar man than a 60 dollar man. Same traveling expense.

The office boy gets carfare to save his time; also he has an addressograph that makes him worth a half-dozen boys—a patent envelope sealer and every thing that will increase his efficiency is at hand.

The Queen has the best typewriter in the market and it is kept up-to-date and in perfect repair. If there's a chair or a desk that will help, it's added to the inventory. The

bookkeeper has a Burroughs', not to speak of patent ledgers, card files and such things—all to increase efficiency or to make hours days.

The office manager profits by all this, and has a few things of his own that save time and energy.

Now we will step into the factory. Note the automatic machinery. One man is watching six machines. Why? Oh, mechanics are scarce—competition calls for the greatest output at the least cost.

Now, what about the salesman? Is he plentiful? And what do you do to help him travel faster? You could advertise. Magazine advertising will help you to open new territory—will help you to get more orders.

Magazine advertising will help you to put more men into a territory, or will release your best men for more important work than demonstrating.



Two Things Especially Go to Make Good Furniture Salesmen

**Not Only Know the Fine Points of Salesmanship but Enjoy
a Most Intimate Acquaintance with the Merchandise**

BY F. L. BRITAIN

ABOVE you read the constitution of the two most important things that go to make the successful salesman. Some will say in speaking of a man "he is just a born salesman." With only a part of that statement must we all agree and that is—he was born. The successful salesman understands human nature a little better and uses better selling talk than the unsuccessful one and that is all there is to that argument.

The unsuccessful man may become the highly successful man if he chooses to master the known principles of salesmanship and add to it a knowledge of furniture, its construction and its place in the home. One of America's shrewdest and most able business men recently had this to say of business men and salesmen upon the "Essentials of Success," and especially did he dwell upon the fact that an unusually high order of qualities must be possessed by the man who successfully sold Home Furnishings, Carpets and Draperies. He says:

"Successful retailing in any line calls for honesty, industry and shrewdness, but he who would succeed in carpets, upholstery and kindred lines must possess the added qualities of tact, taste and patience. It's a luxurious line, absolutely boundless in its possibilities. Broadly treated, it opens avenues to the highest art, rewarding competent effort with splendid return in culture and money. Like all art, it pays tremendous revenue to top-notchers and is distantly coy to beginners.

"To many who timidly embark, the glorious goal is undreamed of and unsought. They merely traffic in staples and consider a sale of lace curtains as "going some" confining themselves to humbler demands for prettying the homes of simple taste or hotels of indifferent quality. That's all right for a beginning where cramped capital may command a halt on ambition, but the ultimate aim should be for the splendid sales that go

to him who has studied the relations of beautiful harmonies.

"Begin where you will or can, the first absolute requirement is an unswerving fealty to truth. The consumer in nearly every instance places faith in the dealer, and buying items from which years of wear should result becomes an advertiser for or against other business. With every year of conscientious service your reputation grows and with the time your field enlarges not only by new customers, but with the larger requirements of your first clientele, many of whom will have prospered and learned more extravagant requirement with which to entrust you on account of good former service, if you have grown to meet the change."

Big Sales Can Be Made

It is just as easy to sell Jonesy and his wife an entire outfit for his new home as it is to sell one little couch-cover which must match in a house already furnished. The man who starts out to refit his home usually prepares a tidy sum for the outlay and blithely "blows" it, where his confidence reposes and good treatment invites. It is on the little things that we balk at price and kick over the traces.

Little Things Grow to Big Things

And then this great business builder admonishes the growing salesmen to be patient with trivial demands—they lead to larger deals. He pictures Mr. Bangs (one of the newly rich) and says when Mr. Bangs comes in knowing he knows not and placing faith in the capable salesman he gets an outfit that his friends marvel at and admire. All of which redounds to you as a salesman and your house as a store where the unusual may be had. And then this advice is given to steady the salesman who becomes too obsessed with the idea that his is the word upon which others must act whether or no.

Well-Posted Salesman's Danger

"While you are not a know-it-all and must ever continue a student of the new in your line, there are certain standards which you cannot violate without penalty. The great danger of the salesman who knows his business is to too greatly appreciate the ignorance of his customer and assume a superiority that begets opposition. You may lead a horse to water, but cannot make him drink. You may lead a customer to like your suggestions but you cannot force his purchase."

Such is the admonition of a man to whom many of the largest houses of the country come for enlightenment and advice. And while every line is vitally important it will have little uplift for the salesman who will not compare it with his own experience and profit by the comparison. Sometimes we hear from the mouths of salesmen, "Oh! I can handle my trade allright, but if only I knew a little more about 'this period stuff' I might occasionally sell some d— fool who wants to rig up a 'freak home' or a 'freak room.'" You as a furniture merchant! Get out on your own floors right now and catechise your salesmen. You'll be surprised at their lack of knowledge.

How to Obtain Furniture Knowledge

"How am I to obtain this knowledge," was the question put to me by a furniture salesman not so very long since. From the publications devoted to the furniture interests and books upon the subject of furniture I replied. And he dumfounded me when he said: "We only get one copy of a furniture magazine and often I never see it." Think of that, you furniture merchants who would have your men be real salesmen! One copy of a representative trade magazine to be divided and read by forty or fifty men! But salesmen must not wait for their employers to take a good trade journal. A few dollars outlay for such things will yield interest on the investment an hundred fold.

A Word About Olden Time Makers

In order to give the ambitiously inclined a little information about some of his stock I ask that he read the following necessarily condensed notes regarding the products of some of the makers of period furniture.

Chippendale.—Is mostly known as a maker of chairs. His furniture combined French, Gothic, Dutch and Chinese styles.

His style was particularly of the carved design. No inlay or painting, and only occasionally did he employ gilding, lacquer or brass ornamentation. His carving was very intricate and delicate, using to a great extent birds, flowers, shells, etc. Chippendale drew most of his designs from the French, notably in ornamentation. Form from the Dutch. The straight legged chairs from the Chinese. His period was 1750 to 1780.

Hepplewhite.—Hepplewhite furniture bears no resemblance to that of Chippendale, being lighter and more graceful. Because of his attention to the beauty of outline, strength of construction and durability were neglected. His chair backs have no supports beside the posts which extend up from the back legs and upon these the shield or heart shaped back rests in such a manner that it could endure but little strain. From his side boards and chairs his name is familiar in this country.

Sheraton.—Sheraton's chairs differ from Hepplewhites (which they resemble in many respects) in the construction of the backs which are usually square with the back legs extending to the top rail and the lower rail joining the posts a few inches above the seat. His chair legs were carved, twisted, fluted or plain; those found in this country are nearly all plain legs. Backs ornamented with carving—inlaying, painting, gilding and brass. The lyre was a favorite design and appears in chair backs, supports for tables often with the strings made of wire. His side-boards similar to Hepplewhites, but more attention paid to little conveniences. Later his furniture was heavy and generally ugly. His fame rests upon his first designs.

Belter.—Belter was among the first to manufacture furniture of rosewood. Backs of chairs and sofas deeply carved—in order to obtain strength necessary thin pieces of rosewood were pressed into the desired curve and the several thicknesses glued together and pressed again. The strong back made in this way was elaborately carved in an open work pattern of vines and leaves.

Miscellaneous Information.—Louis 16th furniture was simple in style and of the most delicate and dainty design. Here begins the remarkable era of metal chasing and the bronzes applied to cabinet work are often of admirable workmanship and talented conception. * * * * Chests were among the earliest pieces of furniture used. Many

of the Italian designs were inlaid with ivory mosaics. * * * Mahogany came into general use about the year 1720. * * *

* The Adams furniture was distinctly classical in outline, designed for rooms of the Greek and Roman style. Noted painters assisted in decorating the furniture. Some of the most famous painters painted medallions, wreaths of flowers and arabesques upon his satinwood furniture.

Furniture an Interesting Study

It is hoped that from the above you will appreciate what an interesting and valuable study furniture is and that you will report to this magazine that you have been helped.

If such is the case, no doubt, other articles upon this subject would be prepared which would go into the subject in a deeper and more comprehensive manner. Is it not evident to you — salesman — merchant — that your own advancement and success calls for such an understanding? This paper thinks so and it feels it will have done well its work if this article has been the means of pointing out to the owners and salesmen of a few stores their need of the knowledge not only of the goods in stock but of a better understanding of salesmanship and who acting energetically have bettered their own and their customers interests—for they always are one.

Second Wind

BY GLENWOOD S. BUCK

HAVE you gotten your "second wind?" Do you know what it is to "warm up to your job?"

Has it ever occurred to you that you have stores of energy which you have never drawn upon?"

The fact of the matter is that all live too near the surface. We tire too soon. We quit at the first signs of fatigue. We are ennuied before our real and permanent sources of energy are tapped.

A horse will tire at the first mile and poke to the third, but after it has "struck its gait" it will travel long before without signs of weariness.

Under the extraordinary pressure, even indolent men perform wonderful feats of physical, mental and moral strength. In anger one will give and take punishment lightly and without injury, which under other conditions would result seriously. Buried coal miners will work steadily for days, without nourishment, to extricate themselves from living tombs. Men in the heat of political or religious passion will surprise even themselves by their powers of concentration, expression, endurance. Soldiers under patriotic or self-preserving impulse and excitement will suffer and survive agonies which would kill under different conditions. Patient, frail, little women, bereft of support, with dependent families, will for long, weary hours sew, wash, scrub, teach, nurse, cheer,

sympathize, sustain, expend energy almost beyond belief.

When it comes to soul-racking, body-wrecking work, man is generally a "veritable dub." He is only a beginner in the kindergarten of the University of Hard Work, from which woman has taken her degree long ago. To her he must go for instruction.

But few women and many men have not yet tested themselves—they know not the latent powers within. Many go through life without even sounding their deeper selves, without touching their great sources of energy—they never know what they are capable of.

Beyond this first superficial "layer of energy" which is so easily expended, lies our real source of power.

From this reservoir has come all the great and true work, thought, feeling, inspiration, sentiment, genius, art of the world.

The difference between greatness and meanness lies here—greatness makes use of this great source of energy. By sheer force of will it breaks through the walls into deeper and deeper strata. It rises higher as it goes lower—and habit sustains it.

It is from this reservoir that your energy and mine must be drawn, if we are to get out of life—and give to it—what we should.

We must make use of the latent power within.

We must "warm up to our jobs."

We must get and hold our "second wind."



The Philosopher Among His Books

Parenthood and Race Culture. By Caleb Williams Saleeby. Moffat, Yard & Company, New York. Price \$2.50.

Perhaps one can do no better in reviewing this book than to quote what the publishers themselves say: "This book constitutes the first attempt to define, as a whole, the general principles of race culture or eugenics. The author assumes that there is no wealth but life, that the culture of the racial life is the vital industry of any people, that conditions of parenthood, and especially as regards its quality rather than its quantity, are the dominant factors that determine the destiny of nations. Defining the limits of education, and recognizing the importance of heredity, he seeks to show how eugenics may be practised even in the present state of social sentiment, and how marriage may serve with enhanced value, to this end. The principles of what the author calls negative eugenics—the discouragement of parenthood on the part of the insane, chronic inebriates and feeble minded—are carefully discussed."

* * *

Open Country. By Maurice Hewlett. Charles Scribner's Sons, New York.

Do read "Open Country." Although it is a love story, it is a love story which awakens in one the happiness which can come only when that which is spiritual in our nature is touched. Jack Senhouse is a vagabond that is surely much of a man. His letters are letters that could be written only by a man with a great soul stirred by a deep love devoid of that passion which demands possession. He gives up wealth so as to be free to wander as an artist over England, the friend of the nobles and the rich—men and women who could not understand him but who loved him as a man. He wants freedom from the possession of things. He knows that those who possess much—who have the mania for owning things—are slaves to those things. And it is while loafing on the grounds of Roger

Charnock that he meets Sanchia, the youngest daughter of that solid London merchant, Mr. Percival, Esq. He wanders with her for weeks and fills her with the beauty of his own mind. He teaches her to paint and shares with her the beauties of the great poets. He talks philosophy to her—a philosophy learned from much contact with the ground and from the viewpoint of a man who has lived much in the Open Country. Of course he falls in love with her—as men will. But his love is not fleshly. It is, indeed, a love of the spirit. Under it the girl blooms into the glorious flower he imagined her to be. Senhouse experienced the joys of a creator. His pupil strove to reach the ideal he set for her. And she almost reached it. But her great growth came when she loved, not Jack, but Neville Ingram, a young man who had married at twenty-one, was deserted at twenty-two, and who for eight years had gone about the world asking much and receiving all for which he asked. And this girl loved this man. How it all ended is something you must discover for yourself in this book by Hewlett in which much beauty of thought is packed.

* * *

The Anarchist Woman. By Hutchins Hapgood. Duffield & Company, New York.

A girl born in the slums of Chicago, has much of her life story told in a masterly manner in this book. It is a cruel, sordid, sickening thing—this life in the slums. Yet in it there is much that is happy and joyful and colorful. Marie may be a bad woman according to the notions of the smug folks whose lives are regulated by the god of Conventionality. But one who reads her story can see that under the circumstances she had no choice to become other than what she did become. All things have a cause. Because Marie did not go into the convent and did become a free lover is nothing for which she should be condemned. Upon Society the blame must be laid. She was just a mere

puppet in the hands of thousands of incidents impersonating Fate. When she was given an impetus in the direction of what is called good she could continue in that direction for but a little while when, slap, bang! she was hit by another influence and the current of her life was changed. The sickening hypocrisy of those who patronize the poor is scathingly laid bare by Mr. Hapgood. One cannot help but yield Marie and Terry and Katie a heartfelt sympathy. One feels that they are folks who did just what we would do were we placed as they were. This book is surely worth reading, although those who expect a pleasing preachment on the delights of anarchism will be disappointed. Here we have a fact story that one instantly senses as being compounded of truth.

* * *

The Game and the Candle. By Eleanor M. Ingram. Bobbs Merrill, Indianapolis.

John and Robert Allard are two Californians who have always had wealth and who have never worked for a living. At their estate there lives with them their aunt, Mrs. Leslie, and her daughter, Theodora. The men find that their wealth has vanished and that in six months they will lose their home unless they secure a large sum of money at once. They are not concerned over the loss of the place for themselves, but they remember that the women have always been raised in luxury and do not want to cause them suffering. Both men love Theodora and both feel that she loves Robert. John proposes that in company with Desmond, a released prisoner, one of them can make a large sum of money illegally. John then arranges to do this himself, leaving Robert with the woman he loves and whom John believes loves him. He, with Desmond, becomes a counterfeiter, secures the fortune needed, but is captured and confined in Sing Sing prison in New York. One day a Russian duke, passing through the prison, is warned by a man polishing a brass rail that his secretary is a former prisoner and is an anarchist who cannot be trusted. The nobleman had once spent a very pleasant three weeks with John Allard in Italy and recognized his former friend in the convict. He assists him to escape and takes him to Russia where the emperor has just died. The duke becomes regent and John becomes the personal attendant of the young emperor. Most of the book is taken up with the life at court, and the American reader is compelled to devoutly thank his stars that he is in America instead of being a nobleman in the land of the Czar. Of course there is much love woven into this tale, and the exciting incidents are so numerous that one cannot lay the book down when once deep in it. Everything comes out in a most approved lovely fashion and it is to

be hoped that all lived very happy ever after. This is not the great American novel, but it is a mighty pleasing, exciting, readable tale that will not disappoint those who like stories with snap and spice and sparkle in them.

* * *

Pushing Your Business. By T. D. MacGregor. The Bankers Publishing Company, New York. Price \$1.00.

Perhaps the finest small book on bank advertising that ever came to this desk is the one by T. D. MacGregor. It is a simple, direct, concise, business-like book of advice which every banker can use to his own profit. One might even go so far as to say that no man who is at all interested in advertising should fail to have this book in his library. It gives illustrations of banks that have succeeded through advertising and then tells exactly why this bank succeeded and why another failed. It tells how to prepare pulling copy and it contains a number of "Don't's" that all advertisers of financial affairs should have at their fingers' ends.

* * *

The Real God. By J. Hermin Randall. H. M. Caldwell Company. New York.

"But today it would seem, almost more than at any other time in the past history of the race, men are crying out for a real God—not a god of theology, not a god of dogmas or doctrines, not a god of theory—but a God who can be realized, who therefore becomes an actual power in everyday life." So says the author in the initial chapter. He then goes on to state that the prevailing temper of the minds of the men and women of today is one of unrest and dissatisfaction. He then goes on to say that this dissatisfaction is caused by mental growth—that these are men and women who are creating for themselves a greater god and in the unfinished state of their creation they do not find complete peace. Of course the author, in trying to drive home the greatness of this Something which is the power back of the movements of the suns and stars and mice and men, shows what an insignificant thing this earth is when compared with the solar system and with many individual bodies in that system. With the earth so insignificant one does not have to do much thinking to arrive at a proper estimate of the importance of a man or a world of men. This would lead to pessimism did not everyone who thinks realize that this same unexplainable power that holds the sun and the stars and the earth, also takes care of these little atoms called men. The author preaches a gospel of optimism as well as a gospel of truth as he sees it. Anyhow, it is a good book to own and read. It is attractively bound and printed in large type.

A New Managing Editor

This is to announce the appointment of a new managing editor who will have charge of **THE BUSINESS PHILOSOPHER** after January 1. This new man is far from being a stranger. His name is Arthur W. Newcomb, and there are mighty few readers of this magazine who need to be told that he is a writer who knows how to use the tools of his trade.

He is a college graduate, but by plain living and high thinking in the world of work he has managed to overcome that handicap.

He has three dozen years of experience behind him, seventeen of which were spent in producing newspapers and magazines. As a newspaper man he once circled the globe. He is thus acquainted with countries other than our own.

He not only knows the science of salesmanship as a student, but he has served his time on the firing line and knows the joy that comes to those who persuade folks to sign on the dotted line. He has traveled over this country from coast to coast and has viewed it and its industries through the eyes of a trained observer.

He knows the duties of the executive for he managed for years a printing and publishing plant that employed more than two hundred persons. He is vitally interested in educational work and under his management this magazine will offer educational articles of more than ordinary value.

Mr. Newcomb's work as a member of the editorial board which has just completed a revision of the Sheldon Course in Salesmanship, coupled with his experience as a member of the Sheldon sales force for two years, has given him a thorough understanding of the work being done by the Sheldon institutions. Perhaps nowhere in the country could be found a man better fitted to take up the management of this magazine.

The first number under his management will be that for March.

In addition to all his other good qualities, Mr. Newcomb is a proud owner of a keen sense of humor—that valuable thing needed by the idealist to keep his feet on the ground.

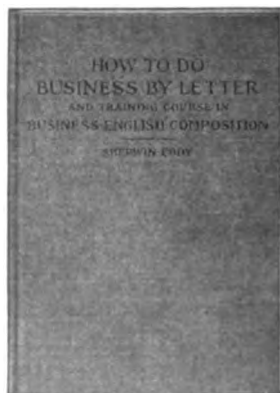
Sherwin Cody's latest book
How to Do Business by Letter
 and Training Course in
 Business English Composition

The most successful book on letter-writing ever published, now in its 47th thousand, eleventh edition, though but recently published.

Contains over 125 model letters of all kinds, including a number of the most successful pulling letters used by prominent houses.

Also the Rules of Grammar complete, with all common errors; the Rules of Punctuation, Words Often Misused, Rules and Regulations of the Postoffice (correct to 1910), etc.

Price, postpaid, \$1.00. See table of contents.



Sherwin Cody's
Form Paragraph Letter-Writer

An indexed and gummed blankbook, full letter size, loose leaf, in which to paste form paragraphs to be used in answering all kinds of correspondence.

By this system an \$8-a-week girl can write better letters than a \$25-a-week correspondent, because she simply copies into her book the best paragraphs in the regularly dictated letters of the head of the business, and all letters are in his language, perfect in every detail of punctuation, grammar, etc., and may be signed by his name though he never sees the letter himself. This is a wonderful means of raising the quality of correspondence, as well as saving much time and expense. 80 gummed pages, 20 index pages, 100 pages in all; price, postpaid, \$3; subject to approval and return at my expense.

Sherwin Cody's
Compendium of All Card Systems

An instruction book on loose-leaf and card systems (the only book ever published clearly stating the simple fundamental principles of these systems), accompanying a neat box of 500 cards, size 3x5 inches, printed from specially engraved wax plates in the best style, representing 18 complete systems all ready for use, including forms for mailing lists, advertising, salesmen's report and route cards, perpetual inventory forms, cost systems, school forms, and loose-leaf and card ledgers of all kinds, for wholesale, retail, mail-order, instalment, and specialty businesses. Electrotypes of plates sold and directions given for printing systems at one-third the usual price. Price, complete, \$3.00.

Contents:

Using Words So as to Make People Do Things.
 How to Begin a Business Letter.
 How to Close a Business Letter.
 The Body of the Letter.
 Applying for a Position.
 Sending Money by Mail.
 Ordering Goods.
 "Hurry-up" Letters.
 How Money is Collected.
 Letters to Ladies.
 Professional Letters.
 How to Acquire an Easy Style in Letter Writing.
 Two Kinds of Letters—Buying and Selling.
 When to Write a Long Letter and When to Write a Short Letter.
 Answering Inquiries.
 Talking in a Letter—Colloquialisms and Slang.
 Complaint Letters.
 Condensation—Writing Advertisements.
 Advertising and Follow-up Letters.
 Display in Letter Writing.
 Salesmanship in Letters and Advertisements.
 Customs and Regulations of the Post Office.
 Social and Official Forms; the Rules of Grammar, with Common Errors; the Rules of Punctuation for Business Office Use.
 Cloth, price \$1.00.



How to Make Advertising Pay
How to Write Letters that Pull
Office Salesmanship and Business
Psychology

I have made a detailed personal study of forty-six leading lines of business: Manufacturing, wholesale, retail, mail-order, and specialty, and have taught presidents, secretaries and advertising managers how to make a success of their publicity—I know what will win in forty-six different businesses, yours among the number, and this information I give in my complete course, together with all the books and special features described above, with scores of others—**everything I have for only \$30**, including twenty personal lessons. Write for complete catalogue.

Sheldon University Press, Libertyville, Ill.

Say—"I Saw It in The Business Philosopher"

Business Science Convention

For Chicago District

December 27th, 28th and 29th, 1909. Monday, Tuesday and Wednesday evenings and Wednesday afternoon.

Students of the Sheldon School and readers of the Business Philosopher within reach of Chicago owe it to themselves to enjoy and profit by this opportunity.

Mr. Sheldon will, in his talks during this Convention, give much of the material that made a great success of the Sheldon Summer School.

Milwaukee, Winnipeg, St. Louis, Kansas City, Toronto and Boston have held such Conventions of Students.

Mr. Sheldon desires to serve those near the home office next. Will you accept this service?

Full particulars will be sent upon request.

H. N. TOLLES, *Secretary of Convention*,
209 State Street, Chicago.

The Chicago Convention

Requests from students desiring personal instruction induced Mr. Sheldon to undertake a two weeks session of a Summer School in July, 1909.

It was really a business chautauqua and it was a success.

At the Summer School many of the students in attendance urged that fall and winter sessions for like personal instruction be arranged at different cities, conveniently located to serve the largest number.

The enthusiastic reception by those students attending in six of those districts encourages Mr. Sheldon to continue his efforts along this line of service to his students, all of whom he looks upon as friends and clients.

A convenient time to serve the largest number is December 27th, 28th and 29th, Monday, Tuesday and Wednesday. It must be borne in mind that a large number of the students in the Chicago district are traveling salesmen who must be served during their brief rest at holiday time.

On these evenings at 7:30 P. M. talks will be given to all students who wish to attend. On the 29th at 3:30 P. M. an afternoon meeting especially for officials and executives, of various grades, will afford Mr. Sheldon an opportunity to give to those in authority some of the rich results of the extended investigations which he has been privileged to make, in the great field of business building.

Arrange to be present at every session. If more particulars are desired, address at 209 State Street, Chicago.

Sherwin Cody's
Commercial Map
of the United States
and Geographical Reference List

A cloth-bound book of 100 pages with two maps in pocket at back of book.

The **only** map ever devised on which railroads can be traced at a glance, because drawn in different styles to show express company operating over each.

The **only** map showing every important city of 10,000 inhabitants and over but **not** every postoffice in an inextinguishable network.

Printed on white bond writing paper, outlines of states in yellow. An ideal routing map for salesmen and office use. Book gives leading lines of business and population of American and foreign cities, information about sixty-two railroad systems of United States, etc., etc.

Price, postpaid, \$1 00.

Sheldon University Press, Libertyville, Ill.

A Good Pointer

Would you like to have a "SPIRO"
PENCIL SHARPENER (worth 50c.)

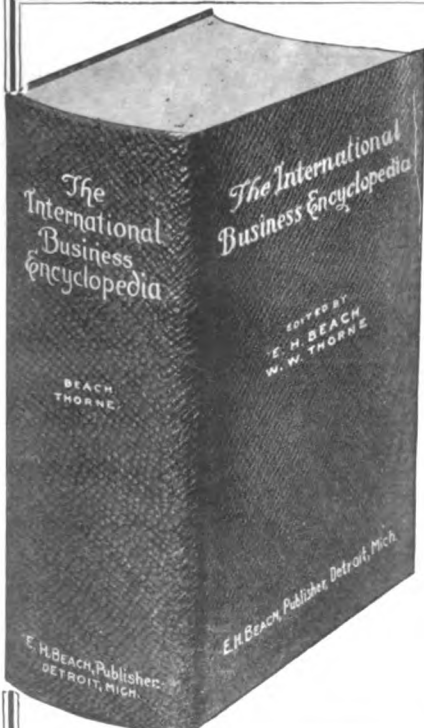
FREE

You can get one by sending your subscription for one year to **THE PROGRESSIVE STENOGRAPHER**, a wide-awake magazine for ambitious stenographers.

ONE DOLLAR buys the magazine for one year and we give you the Pencil Sharpener **FREE**.
Subscribe for it now.

Trial subscription 25c for three months

The
Progressive Stenographer
31580. HOWARD ST., BALTIMORE, MD.
Flat Iron Building



50 Cents SECURES THIS GREAT REFERENCE BOOK.....

An entirely new, up-to-date, down-to-the-minute Reference Book, for bookkeepers, cashiers, accountants and business men.

This magnificent volume weighs nearly 6 pounds; contains over 500 pages, 200,000 words and 700 illustrations of forms and tables; beautifully printed on fine paper; handsomely and strongly bound; produced and presented to the business world at a cost which brings it within the reach of all; easiest for reference, plainest for acquiring information, and most economical when compared with all other publications of like nature.

It is yours on payment of only Fifty cents down and the balance in monthly instalments of 50 cents or \$1.00 as you prefer.

Monthly instalment price, \$4.00 per copy; introductory special cash price (less 10 per cent) only \$3.60.

In either case the expressage is prepaid to your address in the United States and Canada.

E. H. BEACH, Publisher, Detroit, Mich.

Say—"I Saw it in The Business Philosopher"

Do You Wish to Start a

MAIL ORDER BUSINESS

Or are you now in the business, but making no money? If so, write us. Our years of experience enables us to assist you. We will write and plan your literature and advertisements, and start you on the road to success. If you have a scheme of your own, write us all about it and we will put it in working order. If you have none, we will plan one for you. Our charge for this work is reasonable, and you don't have to pay us a cent for our services until you have the business on a paying basis.

We have confidence in our ability as ad writers and business builders, so are willing to wait for our money until we put your business on a paying basis, where you can easily pay us out of your profits.

We want only those meaning business to answer this ad, as we have no time to spend with curiosity seekers, so if you don't intend to spend at least \$10 a month in advertising from the very start don't write us. Write by return mail, stating how much money you wish to spend each month for advertising, and we will send you our letter of advice. Many, who started in the mail order business with no capital to speak of, are now making thousands of dollars every year. Why not you? Address,

H. W. BURGESS ADVERTISING AGENCY
238 B. C., Grand Rapids, Mich

POWER AND POISE

A magazine devoted to building health and building character; to the development of well poised power—harmonious power of both mind and body—the kind of power that commands success, that can go forth and build success.

Your health, your character and your success are what you make them; are what you build them. Power and Poise will teach you what you most need to build and how to build what you wish to build.

Power and Poise is a literary, scientific, philosophical, new thought and hygienic magazine, edited by Virgil P. English, M. D. Its articles are of an exceptionally high order. They are written in clear, attractive language; are based upon sound, rational, scientific principles. Power and Poise appeals to intellectual, practical men and women who realize that success is not the result of chance, but that it is a product of talent, of well directed efficiency—of well balanced power of mind and body—the power that is irrefutable. Power and Poise will teach you what this kind of power is, and how to build the mental faculties and physical organs that generate it. Power and Poise is not only "up-to-date," it is far ahead of date.

Besides scientific articles, the November, 1909, number contains the second chapter of "The Doctor's Dream"—a highly entertaining and helpful prophetic story. This chapter contains an inspiring word picture of a well poised man of high efficiency.

The November number also contains the first chapter of a thrilling educational novel entitled "The Evolution of a Reasoner's Romance"—a phrenological, psychological, philosophical, scientific, literary love affair; a true story from real life, together with a scientific elucidation of many psychological problems which are involved therein; nothing like it ever before published; especially valuable to unsuccessful lovers and puzzled sweethearts; contains a written proposal of marriage from a real lover to his real sweetheart. Is it a proposal that will be answered yes? If so, why? If not, why not? Answers and comments by Power and Poise readers, and the answer given by the girl who received the proposal, will be published in the following number.

Subscription, now, only \$.50 a year. Sample copy, 10 cts.

POWER AND POISE PUBLISHING COMPANY
The Birmingham - - Cleveland, Ohio

\$3,000 TO \$10,000 A YEAR
IN THE REAL ESTATE BUSINESS

We teach you by mail every branch of the Real Estate, General Brokerage, and Insurance Business, and appoint you

SPECIAL REPRESENTATIVE

of the oldest and largest co-operative real estate and brokerage company in America. Representatives are making \$8,000 to \$10,000 a year without any investment of capital. Excellent opportunities open to YOU. By our system you can begin making money in a few weeks without interfering with your present occupation. Our co-operative department will give you more choice, salable property to handle than any other institution in the world. A Thorough Commercial Law Course FREE to Each Representative. Write for 62-page book, free. **THE CROSS COMPANY, 3399 Resper Block, Chicago**




The Psychology of Success and Human Nature Studies

By Newton N. Riddell

This book is pre-eminently practical. It tells how to develop the elements of Success. It presents definite methods for strengthening the will and improving the memory. It gives practical suggestions on Business Progress, Salesmanship and Advertising. A Personal Aid to Success. A Godsend.

Rich Cloth Binding, Gold Stamped. Sent anywhere, prepaid, \$1.50.
Christmas Gift that would be appreciated by men.

Riddell Publishing Company
Dept. 8 5240 Indiana Avenue Chicago



If YOU Would Be Successful

Stop Forgetting

THE KEY
TO SUCCESS

Memory the Basis of all Knowledge

You Are No Greater Intellectually Than Your Memory

If you want a perfect memory, you can have it. For a perfect memory, like perfect health, can be acquired. Here is a valuable Book on Memory Training absolutely Free to readers of this publication, that tells you exactly how to get it.

The author, Prof. Dickson, is America's foremost authority on mental training. His book is intensely interesting. He explains how you can easily acquire those retentive and analytical faculties which contribute to all social, political and business success. How to remember faces, names, studies, also develops will, concentration, self-confidence, conversation, public speaking—highly recommended by Elbert Hubbard, Prof. David Swing, Dr. Latson, and thousands of others. He offers you a valuable opportunity to investigate the benefit of Memory Training, without assuming any expense.

Simply sign and mail coupon below, or send a letter or postal.

-COUPON-FOR-MY-FREE-BOOK-

PROFESSOR HENRY DICKSON, Prin.,
Dickson Memory School,
938 Auditorium Bldg., Chicago, Ill.

Send me your free book, "How to Remember."

Name _____
Street _____
City _____ State _____

Say—"I Saw it in The Business Philosopher"

DOORS TO OPPORTUNITY

Readers of the "Business Philosopher" are progressive, enthusiastic, alive, eager to get ahead. Being ambitious they are always on the look-out for good things. Our subscribers like the Philosopher. It is their favorite magazine. They believe in it, and of course patronize the advertisers. For instance, the General Manager of one company up in Michigan told us he answered seven "ads" in the Philosopher in one day, sending remittances with three of them. Remember he is only one of our many thousand readers. When you have a message for well-to-do, hustling salesmen, sales managers, executives, office managers, correspondents, or for any up-to-date business man you should advertise in these columns. The rates are low.

BUILD A \$5,000 BUSINESS IN TWO YEARS. LET us start you in the collection business. No capital needed; big field. We teach secrets of collecting money; refer business to you. Write today for free pointers and new plans. American Collection Service, 165 State St., Detroit, Mich.

AN EXPERIENCED SALESMAN OF PROVEN ability to travel and sell typewriters and supplies on salary and commission in Southern States. Address, Washington branch, THE HAMMOND TYPEWRITER CO., 325 Colorado Bldg., Washington, D. C.

SALESMAN WANTED—SPECIALTY MEN OF AN ability to command \$3,000 per year and expenses. Positions permanent. Staple, well advertised line. FRANKLIN PRICE CO., Iowa City, Iowa.

SIDE LINE MEN WANTED TO CARRY GOOD PAYING side lines which appeal to harnessmakers, hardware stores, lumber companies and general stores. Vest pocket samples. Good commissions. LEO HOFMEISTER CO., Milwaukee, Wis.

THE H. H. FRANKLIN MFG. CO. OF SYRACUSE, N. Y., is extending its branches in various cities. It is looking for a few additional experienced men as salesmen and branch managers. The Company would be pleased to hear from men now successfully employed as salesmen in some high grade line, who might wish to make a change on account of the greater opportunities in this business.

SALESMEN WANTED—IF YOU ARE A CLERK WITH natural qualifications as a salesman, I have an exceptional opportunity to offer you. If you are a merchant going out of business and looking for an opportunity to go on the road, my proposition will appeal to you. I want two or three capable men with the work habit, and who have energy plus. I want men with ability to sell goods all day long. I require references, also send an abstract of your qualifications. I have an advertising specialty proposition that interests all progressive retailers. Hundreds of the best retailers have endorsed my plan because they have found it profitable. Samples will go in coat pocket. My best salesmen are making from \$500 to \$1000 a month. I want men who can do just as well or better. If you are of the right caliber, think you can handle a before-class, ready-selling proposition, write me immediately before all territory is assigned. W. F. Main, Dept. 117, Iowa City, Iowa.

WANTED—A FEW FIRST CLASS SPECIALTY salesmen to handle Stock Food line. Address Lock Box No. 297, Tiffin, Ohio.

WANTED—A FEW SPECIALTY SALESMEN BETWEEN ages of 25 and 40. None but Sheldon students or graduates need apply. The Hoover Suction Sweeper Co., New Berlin, O.

SALESMEN WANTED—A MOST SUCCESSFUL YEAR prompts us to increase our selling force for 1910. Splendid openings in every section, for ambitious business producers who understand the science back of the art of selling goods. Want brainy, logical, convincing talkers experienced in any specialty line. Men of nerve, ability and energy, willing to work towns ranging from 200 to 10,000 are worth from \$3000.00 to \$5000.00 per year and expenses to us. Write giving age, experience and reference. Franklin Price Co., Iowa City, Iowa.

OPENINGS FOR STENOGRAPHERS IN THE WEST—We are unable to meet the demands of strong firms throughout the West for competent male stenographers. Any such wishing to locate in this part of the country can be assured prompt service by listing with us. Terms and application blanks upon request. Established seven years. Business Men's Clearing House, 311 Century Building, Denver, Colo.

WANTED—EVERY BOOKKEEPER TO READ "HOW to Become a Head Bookkeeper. Auditor or Public Accountant." Worth Reading, will send it from Chas. A. Sweetland, 10 Boylston Bldg., Chicago.

Five Million People Will Read PEARY'S OWN STORY



of the Discovery of the North Pole—to appear exclusively in HAMPTON'S Magazine during 1910—cost \$50,000.00—highest-priced "feature" ever in any magazine—greatest adventure story of the age. Thousands will subscribe within next few months.

AGENTS can make \$3.50 per day guaranteed for only 4 orders a day. Write for our fit and full particulars—and start at once. Now is harvest time.

Address: Sales Mgr. HAMPTON'S Magazine Suite 566 66 West 35th Street New York



Send 25 cents for 12 months' subscription to BEACH'S MAGAZINE OF BUSINESS

A handsome monthly magazine for business men, bookkeepers, accountants, cashiers, credit men, stenographers, advertising managers, etc. The "man behind the desk" must have it.

Splendid business stories. Your money back if you do not like it. E. H. Beach, Publisher, 69 W. Fort St., Detroit, Mich.



Prof. Genung English

Home Study Courses

Over one hundred Home Study Courses under professors in Harvard, Brown, Cornell and leading colleges.

Academic and Preparatory, Agricultural, Commercial, Normal and Civil Service Departments.

Preparation for College, Teachers' and Civil Service Examinations.

250 page catalog free. Write to-day.

THE HOME CORRESPONDENCE SCHOOL Dept. 108, Springfield, Mass.

Big Money and Independence with NOTHING TO SELL



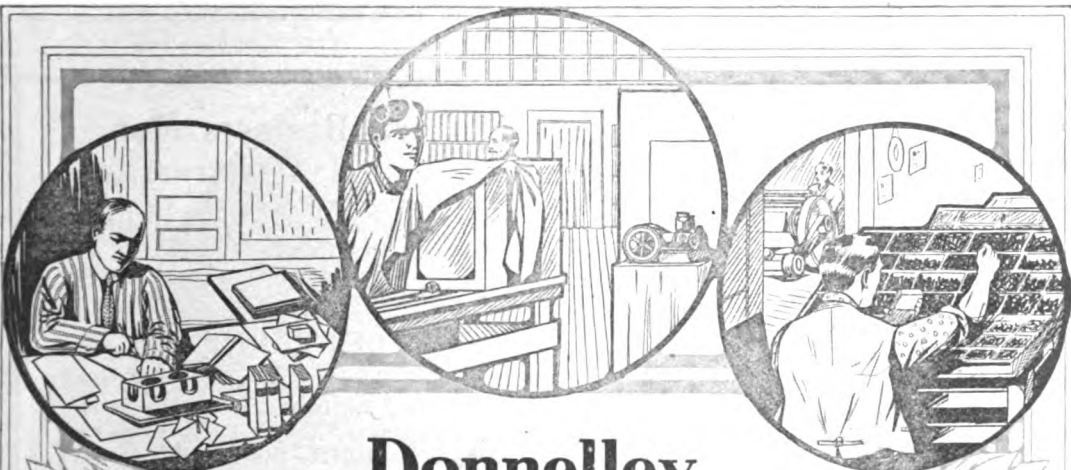
Every ambitious man cannot become a salesman without capital to invest, no other road to financial success seems open. Selling goods may or may not pay you, but why risk the uncertainty?

I HAVE A NEW BUSINESS FOR YOU

If you would establish yourself in a highly profitable, dignified and growing collection business, without risking either capital or your present employment, ask for my new plan. I will tell you how to start earning in your spare time. I will send you "Pointers on the Collection Business" with a wealth of evidence from those I have helped to build their own business. WRITE ME TODAY.

W. A. SHRYER, President 240 STATE ST. DETROIT, MICH.

Say—"I Saw it in The Business Philosopher"



Donnelley offers you Complete Catalogue & Booklet Service

The most successful catalogue or booklet is the one which is the most harmoniously and uniformly artistic. This is possible only where one man — a master printer who understands the artist's conception clearly — supervises the work from beginning to end.

An artistic catalogue cannot result economically from one designer, a different engraver, another copy writer and still another printer. At best, each has only a smattering of the other's idea, and when so many are called upon, the result is a mass of conflicting and disconnected plans and ideas, crudely executed. Moreover, each demands a profit.

This is Our System

Those of our experts who are to figure in the building of your catalogue hold many consultations with the operator who is to supervise your job, before any definite plan is decided upon. They exchange opinions until each has a perfect understanding of the other's idea. Finally, they lay out one system, which is to be followed precisely. As the work progresses, all are frequently consulted, and if necessary, they make corrections before it is too late to remedy any discrepancy.

It is this exchange of ideas, this preliminary mapping out of one plan and then following it to the letter, and these expert criticisms which finally result in a dignified and effective "printed salesman" — in a catalogue which was produced on time, without quibbling, and with no one holding the other responsible for its crudeness, the delay and for the costliness of unsatisfactory, piecemeal service.

Our Free Offer

To responsible firms who feel the need of intelligent co-operation and complete catalogue and booklet service, we make this offer: Send us a copy of your latest catalogue for our inspection and we shall be pleased to make a dummy, layouts, offer suggestions and estimates for your next edition, all at our expense.



The Lakeside Press
**R. R. DONNELLEY
& SONS COMPANY**
PRINTERS • BINDERS
DESIGNERS • ENGRAVERS

7-19 Polk Street
Chicago

816 Fourth Avenue
Pittsburgh



Say—"I Saw it in The Business Philosopher"



Free to Shrewd Business Men

If you CARE what it COSTS you to IMPRESS your correspondents FAVORABLY—

If you want YOUR letterheads on a paper that adds DIGNITY and FORCE to every letter—

Write us to send you, free of expense or obligation, this special portfolio of

25 SPECIMEN LETTERHEADS

They are handsomely printed, lithographed, embossed and engraved to *show* you how impressive your letterhead would be on the various finishes, thicknesses and colors of CONSTRUCTION BOND—the ONLY business correspondence paper that makes

Impressive Stationery at a Usable Price

Write for this portfolio today and you'll see that the most impressive stationery CAN be had at a MODERATE price on *Construction Bond*. It has the character that impresses correspondents favorably. It is unmistakably high-grade.

Your finished stationery on Construction Bond COSTS YOU LESS than on any other high grade bond, because this paper is sold DIRECT to responsible printers and lithographers instead of thru jobbers, and handled ONLY in quantities of 500 pounds or more at a time.

The saving of the usual jobber's profit and the saving on expense by handling only large lots, are YOUR savings IF YOU SECURE Construction Bond.

Write today for the Specimen Letterheads and the names of printers in your vicinity who can furnish you Construction Bond. Use your business letterhead.

Insist upon this
Watermark in your
Business Stationery
With envelopes to Match.

CONSTRUCTION

Best at the Price



BOND

W. E. WROE & CO., 308 Michigan Boulevard, Chicago.

Do You Want To Work For An Appreciative Employer

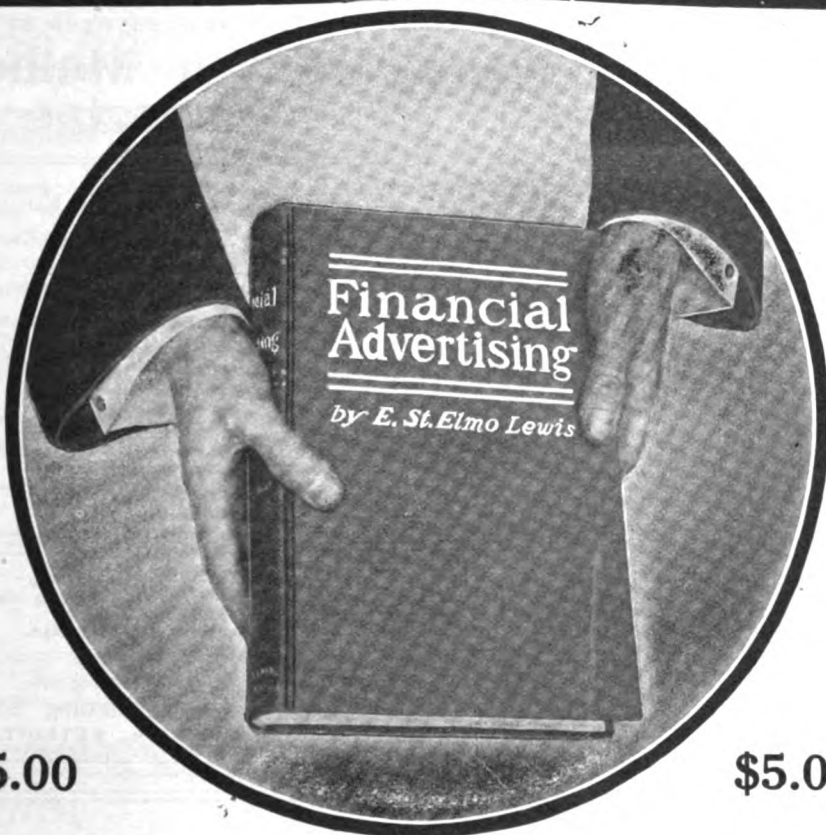


¶ Many thousand enthusiastic, intelligent, kindly, healthy, well poised business men read the Business Philosopher—every word of it. It's their magazine—their favorite. From it they get inspiration, help, ginger and business building ideas.

¶ You would like to work for men of this kind, wouldn't you? Well they always need efficient assistants—men who can serve them well and who are capable of earning good salaries. Can you meet this requirement? You want to step up higher, of course. Then advertise to our big family of business men. Put your message in our Classified Columns. The rate is 30 cents a line; 8 words make a line. Now is the best time to act on this. Your chances won't be so good after summer sets in.

SHELDON UNIVERSITY PRESS, Libertyville, Illinois

Say—"I Saw it in The Business Philosopher"



\$5.00

\$5.00

Hand this book to the man who writes your advertising—

HOW

- to solicit commercial accounts
- to plan a campaign for savings accounts
- to advertise special facilities
- to appeal to the farmer
- to get the ear of the laborer
- to interest the salaried employe
- to secure corporation and public utility accounts
- to encourage larger deposits among inactive accounts
- to win back lost accounts
- to build up out-of-town business
- to prepare and handle a series of effective letters
- to make a letter interesting
- to write a letter concerning certificates of deposit
- to write letters in competition with other banks

C. Here—at your command—is a book that has been tried and found all that we have claimed, **and more.** Here is a book of almost 1,000 pages; live, practical business-getting plans for banks; the most effective common-sense treatment of the bank publicity problem ever offered to bankers.

C. FINANCIAL ADVERTISING tells the **how**, the **what**, the **where** and the **when** of bank advertising that pays.

C. If this book only gave you **one** suggestion, **one** idea that spelled more business and a bigger clientele, wouldn't it be worth the price?

C. It gives you **hundreds** of the best experiences of banks that have "made good" through publicity.

C. If this book saved you \$50.00 or \$100.00 or \$500.00 in a year's time, would you consider it a good investment? It tells of bank advertising mistakes and **why** the plans failed. It will steer you away from money-waste in advertising.

Sheldon University Press, Libertyville, Ill.

WHAT

- what to say in an emergency
- what bankers are writing in their ads
- what is good and what is bad advertising
- what makes financial talk interesting
- what is profitable circulation
- what is a low advertising rate
- what to say in the beginning of a letter
- what arguments to use to make a reader follow you
- what to say to a woman
- what to say to a business man
- what novelties are effective
- what the teller can tell you
- what the directors and stockholders can do
- what a mailing list accomplishes
- what \$1,000 a year will do

Will You Accept This Business Book if We Send it Free?

Sign and mail the coupon below. Send no money! Take no risk!

One hundred and twelve of the world's master business men have written ten books—2,070 pages—1,407 vital business secrets, ideas, methods. In them is the best of all that they know about

- | | | |
|----------------|---------------------|---|
| —Purchasing | —Salesmanship | —Position-Getting |
| —Credits | —Advertising | —Position-Holding |
| —Collections | —Correspondence | —Man-Handling |
| —Accounting | —Selling Plans | —Man-Training |
| —Cost-keeping | —Handling Customers | —Business Generalship |
| —Organization | —Office Systems | —Competition Fighting |
| —Retailing | —Short-cuts and | and hundreds and hundreds of other vital business subjects. |
| —Wholesaling | Methods for every | |
| —Manufacturing | line and department | |

A 9,059-word booklet has been published describing, explaining, picturing the work. Pages 2 and 3 tell about managing businesses great and small; pages 4 and 5 deal with credits, collections and with rock-bottom purchasing; pages 6 and 7 with handling and training men; pages 7 to 12 with salesmanship, with advertising, with the marketing of goods through salesmen, dealers and by mail; pages 12 to 15 with the great problem of securing the highest market price for your services—no matter what your line; and the last page tells how you may get a complete set—bound in handsome half morocco, contents in colors—for less than your daily smoke or shave, almost as little as your daily newspaper.

*Will you read the book if we send it free?
Send no money. Simply sign the coupon.*

The System Co., 151-153 Wabash Ave., Chicago

If there are, in your books, any new ways to increase my business or my salary, I would like to know them. So send on your 16-page free descriptive booklet. I'll read it. BP-1-'0

Name _____
Address _____
Business _____
Position _____

SUBJECTS COVERED BY **Modern Methods Magazine**

Promotion, Organization, Management.
How Employer May Get Best Work from Employees.
Duties of an Office Manager and How Best to Perform Them.
Relations of Business Office to Bank.
Department Heads and Their Relation to Other Departments.
Essentials of Success for a Salesmanager.
Salesmanship for the Benefit of the House.
How to Create Public Interest by Advertising and How to Convert Public Interest Into Orders.
Talks to Inside and Outside Salesmen by Men Who Have "Made Good."
Office "Short Outs" Which Have Been Found Practicable.
Keeping Track of Local Correspondence and Correspondence with Branch Houses.
Keeping Track of Orders and Progress of Work Through the Factory.
How Employee May Gain Promotion.
How to Handle Inquiries to Best Advantage.
Practical Systems for "Follow-up."
Making of Catalogs for Dealers.
Writing "Copy" for Advertisements.
Fundamental Principles of Figuring Costs.
Subscription Price
50 cents a year, in advance.

Published Monthly by
Modern Methods Publishing Company
111-115 Woodward Ave., DETROIT, MICH.

About How YOU Can Make Money in Spare Moments

WE want to pay some mighty generous commissions to those who will secure subscriptions to The Business Philosopher by devoting either all or part of their working time. We do not want you to do an hour's work for nothing. We have certain work **IN YOUR TOWN** that must be done by someone. Why not you? It makes no difference what your regular work is. You can do a bit of work for us now and then without loss of caste. And there will be exceptionally fine money reward for every order you secure. Perhaps you want books which we advertise. Why not earn them in spare moments. We'll tell you how. We do not accept everyone who applies. We want real representatives. Perhaps we want you. Perhaps we can help you. Why not write and ask for our proposition? Why not write today? Address your letter to

EDWARD DREIER, Circulation Manager

The Business Philosopher

Libertyville, Illinois

Say—"I Saw It In The Business Philosopher"

\$20,000 Worth of Books to be Given Away FREE

Out here at Libertyville we have 20,000 mighty good books worth \$20,000, which we are going to give away to our subscribers **ABSOLUTELY FREE**. Many of these books were bound especially for us by The Roycrofters of East Aurora and are samples of book binding art.

Every one of our subscribers has a friend who would subscribe for **THE BUSINESS PHILOSOPHER**. We are sure of that. Just take your last copy to him and tell him about the magazine. He surely will subscribe on your recommendation. Then send his subscription to us with the Two Dollars and we will send you one of the above mentioned books **FREE** by prepaid mail or express.

THIS OFFER ONLY HOLDS GOOD UNTIL DECEMBER 25, SO YOU WILL WANT TO SEND IN THE SUBSCRIPTIONS IMMEDIATELY.

THE SHELDON UNIVERSITY PRESS

Box X, - LIBERTYVILLE, ILL.

Of course, if you send in more than one subscription we will send books for each subscription

AGENTS!

READERS!

Hampton's Magazine

INVITES YOU

To Join The "BOOSTERS' Club"
To Get **HAMPTON'S MAGAZINE** Subscriptions
"COSTS A CENT TO JOIN"

GUARANTEES \$3.50 A DAY

Lots of our energetic men and women earn more. Our new Contract to agents who want to be developed into real salesmen is so liberal that we can employ only a limited number on this basis and we expect to reach that limit by January 1st, 1910. Better apply now.

Hampton's Magazine has been more widely advertised, and has grown more rapidly in circulation and advertising during the past six months than any other magazine.

Hampton's Magazine is a Growing Proposition—it **SELLS**.

If you don't care for a *guaranteed contract* we have a spare time proposition that will interest you. Experience unnecessary. Outfit and instructions for the asking.

—ADDRESS—

"VON" SALES-MANAGER

Suite No. 504, **HAMPTON'S MAGAZINE**
Marbridge Bldg., New York City

Mr. Business Man

Are you interested in the resources and developments of Western Canada?


If so, drop a card with your name and address to

Anthony Anderson

Drawer 735

Victoria, B. C.

This is an advertisement it will pay you to answer



Mr. Field

GOVERNMENT POSITIONS

A Civil Service Manual by Ewart, Field and Morrison prepares for the examinations. Adopted by over 500 Business Colleges, Y. A. O. A.'s, and Public Evening Schools.

Three volumes with maps, \$2.00 postpaid

250 page Home Study catalog free. Write to-day.

THE HOME CORRESPONDENCE SCHOOL
Dept. 100, Springfield, Mass.

8% Investment for January Disbursements 8% 20-Yr. 1st Mtg. Gold Coupon Irrigation Bonds

Denomination \$500; Int. Sept. 1st. Mch. 1st

Principal and interest guaranteed by first mortgage on the rich, sub-irrigated Sanford lands—the most costly lands in Florida—owned by Howard-Packard Land Co., Inc. These lands are unequalled in their earning capacity; conservative statistics for the past five years will show them to have earned more than 8% on a valuation of \$7,000 per acre.

The funds secured from these bonds are being used solely for improving and sub-irrigating the lands held as security for the bonds.

We invite strictest investigation. If you come to Florida this winter, include a personal visit to us—we want personal investigation. Write for 8% circular. :: ::

HOWARD-PACKARD LAND CO.
(INCORPORATED)
SANFORD FLORIDA



Your Name and Address



In Your Fountain

Pen Clip

Protect Yourself in Case of Loss



Write your name and address in the insert which is inside the clip.

Genuine German Silver	-	-	15c each
Nickel Plate	-	-	10c each

Sent prepaid by

Standard Address Clip Co.

407 Carter Bldg., Jackson, Mich.

Say—"I Saw it in The Business Philosopher"

Business Envelopes

FOR 35 YEARS BUSINESS ENVELOPES HAVE BEEN OUR SPECIALTY and we are better fitted than an ordinary factory to produce at low price serviceable and attractive envelopes for correspondence, circulars, catalogues or other advertising matter.

EVERY CENT OF THE PRICE of our goods REPRESENTS USABLE VALUE TO THE CONSUMER. Nothing is spent for selling qualities and we sell direct to the consumer the biggest possible value in envelopes for actual use.

Our Mill is the Right Connection for Direct Advertisers or other Large Users of Envelopes.

SEWELL-CLAPP-ENVELOPES

21 N. Desplaines St. (Established 1875) CHICAGO

STUDY LAW AT HOME

The oldest and best school. Instruction by mail adapted to every one. Recognized by courts and educators. Experienced and competent instructors. Takes spare time only. Three courses—Preparatory, Business, College. Prepares for practice. Will better your condition and prospects in business. Students and graduates everywhere. Full particulars and Easy Payment Plan free.

The Sprague Correspondence School of Law.
684 Majestic Bldg., Detroit, Mich.



Ribbons for Multigraph or Writerpress Machines

\$12.00 per doz.

Typewriter Ribbons 3 for \$1 00
or \$4.00 per doz. Any kind.
Express Prepaid

AGENTS WANTED

Money Refunded if not Satisfied
Send Stamps, Checks, Drafts, Money Order

Chas. A. Foyer & Co.
CLEVELAND, OHIO

Beautiful Pictures FREE

This is an opportunity to obtain without expense to yourself, a unique set of unframed but handsome and well worth framing prints.

We are manufacturing a collection of nine Shakespearean illustrations, originally painted by English masters, the originals now being practically inaccessible in various private galleries. But we chanced to come across some rare engravings made from these paintings, and from these engravings we have made some unusually fine plates, printing them on cameo-finish, India tint paper, size 12x14. There are nine in each set, scenes and characters from:

HAMLET
A MIDSUMMER NIGHT'S DREAM
OTHELLO
MACBETH
THE MERCHANT OF VENICE
KING JOHN
AS YOU LIKE IT
ROMEO AND JULIET
THE MERRY WIVES OF WINDSOR

These nine engravings will become yours if you will order THE BOOK NEWS MONTHLY, a magazine that has the reputation of being the best book magazine in the country.

Send \$1.00 and mention this magazine, and we will mail the pictures, postpaid at once.

Address: The Book News Monthly
JOHN WANAMAKER
PHILADELPHIA or NEW YORK

ARE YOU Pushing Your Business?

A strong new book on advertising by T. D. MacGregor, of the BANKERS MAGAZINE, "Pushing Your Business," will help you. It costs only a dollar, but it is crammed full of money-making ideas—not theory, but experience of one of the foremost advertising men.

The book gets down to fundamentals of copy, mediums and methods, and tells how to advertise successfully. It deals with technique, but also goes below the surface, down to bed rock principles. It does not just give you sample advertisements to copy, but it helps you to help yourself. The author has had a hand in some of the most successful advertising campaigns. His "copy" has produced many thousands of dollars' worth of business.

"An inspiration in every sentence. It is so much better than anything else I have ever seen that I shall keep it on my desk as a text-book." Fred N. Van Patten, Banker and Real Estate Dealer, Syracuse, N. Y.

While dealing primarily with bank, investment and real estate advertising, on account of the general chapters and the broad treatment of the subject, the book is practically helpful to every one who wants to get the biggest returns from advertising. It is being eagerly bought by all classes of business men. Illustrated. Cloth. Price **\$1.00**

SHELDON UNIVERSITY PRESS
Box S. LIBERTYVILLE, ILL.



Dr. Campbell
Principal

NORMAL COURSES

Our Home Study Courses for teachers prepare for Certificates of every grade.
Special courses in Pedagogy, Psychology, Primary Methods and Kindergartens.

We assist in securing positions.
Over one hundred Home Study Courses under Professors in Harvard, Brown, Cornell and leading colleges. 250 page catalog free. Write to-day.

THE HOME CORRESPONDENCE SCHOOL
Dept. 70, Springfield, Mass.

Wear a Sheldon Button

OF COURSE you are a business builder. But why not proudly proclaim your membership in the great, progressive, boosting, active, live, strenuous, man-building association of Sheldon men and women. If you are a graduate of the Sheldon School, Sheldon has helped you make more money—has helped you become a stronger, more efficient producer. Why not become a loyal alumnus—one who helps his alma mater by telling others what she did for him?

Here is a beautiful blue and gold lapel ornament that will enable you to proudly proclaim your kinship. It will introduce you to other Live Ones. It will put you in touch with the thousands of Sheldon men and women who may be met every day on the streets, in the stores, on the trains—everywhere.

FOR BUSINESS SCIENCE CLUBS

This button contains the letters B. S. C. (Business Science Club) and A. R. E. A.—standing for Ability, Reliability, Endurance, and Action—the four essential elements for success.

Certainly here is an ideal Christmas present for a Sheldon man or woman or boy or girl. Why not send One Dollar today for one? You can have the dollar back if the button is not beautiful enough to wear with your Sunday Suit.

SHELDON UNIVERSITY PRESS, Libertyville, Illinois

EASY—VOLUMES



These Binders "Sell
Themselves"

No free catalogs. We can't incur any additional expense in selling these volumes—the price is too low. Once this binder finds its way to your desk you will use no other. Your friends will also want them.

\$5.

The size of this outfit is 11x11-2—containing 200 leaves, 10 1-4 x 10 1-2, 400 pages of fine quality ledger paper, ruled and printed; with an alphabetical index, letters embossed in gold on extension leather tags, reinforced with linen to extra strong index paper. Bound in a manner that if you should use it hard enough to wear away the leather, you will still have a good and strong canvas binding which will not wear out for a lifetime. No posts or knobs to mar your desk. It can be adjusted to hold from 100 to 1000 leaves or more.

Send five dollars (\$5.00) at our risk, mention this ad, and we will send this complete Standard Ledger outfit (equal to \$15 or \$18 outfits) immediately. If you are not more than satisfied send it back and we will refund your money.

F. N. Volkert & Company, 87 Fifth Ave., Chicago

ARE YOU A SUBSCRIBER TO The Book-keeper?

IF NOT, will you take advantage of this offer and let us prove that you as a representative business man should know THE BOOK-KEEPER better than you now do.

Each monthly issue for the coming year will contain articles of vast importance to you personally.

You may accept this as our guarantee of a highly interesting and instructive magazine for Nineteen Hundred and Ten. Send us Twenty-five cents for a three months' trial subscription beginning with the December number, the issue of strong articles by well-known writers.

SEND NOW

THE BOOK-KEEPER
91 West Fort Street Detroit, Michigan

A GOOD SHORTHAND REPORTER

is the only kind you can afford to employ.
I am well prepared to handle all kinds of law and general reporting

FRED H. GURTLE
SHORTHAND REPORTER

810-812 Reaper Block Telephone Randolph 3022 CHICAGO

Say—"I Saw it in The Business Philosopher"

The Twentieth Century Magazine

B. O. FLOWER, Editor, Formerly of the "The Arena"

5 Park Square, Boston, Mass.

A magazine devoted to Constructive Democracy, Social Progress and Individual Development.

The reception given the first number of THE TWENTIETH CENTURY MAGAZINE was most gratifying. The issue which had first been planned for, had to be increased one and a half times to supply the demand from all quarters. The December and January issues more than maintain the high standard set by the first number.

Here are some leading articles in these issues: **"How Switzerland Saved Her White Coal,"** by George J. King. Great corporations are seeking to form a water power trust in this country. Read how the Swiss people turned this great natural wealth to the benefit of all. **"The Banking Guarantee Plan of Oklahoma,"** by Senator Robert L. Owen. **"Railway Corruption Under Private and Public Ownership,"** by Carl S. Vrooman. **"Municipal Art in Western Cities."** A beautifully illustrated article on Spokane by George Wharton James. **"What Are Our Liberties Guaranteed by the Constitution Worth?"** by Hon. John D. Works. **"A Study in Efficiency,"** by Charles Edward Russell. **"Humors of American Journalism,"** by William Salisbury.

The January issue will contain an exceedingly timely article of more than usual interest: **"The Progressive Movement,"** by William Kittle, Ph. D. It is a masterly exposition of the position and aim of the so-called "insurgents" of the Republican Party. It presents in a clear and striking manner the real issue between the people and the "interests." It shows how the government is controlled by Cannonism and Aldrichism, while the people are being ruthlessly despoiled. This is a paper that every patriotic American should not only read but scatter broadcast. It affords a splendid opportunity for the rank and file to become active missionaries and exhibit that patriotism that alone can save the Republic.

Remember THE TWENTIETH CENTURY MAGAZINE is the only review that gives you extended, readable and authoritative information in regard to Public Ownership, Direct Legislation, Woman's Progress, Industrial Co-operation, Proportional Representation, Current Legislation, and all movements dealing with fundamental democratic and economic advance.

The subscription price is \$2.00 per year, single numbers 25 cents. But we make the readers of THE BUSINESS PHILOSOPHER this *Special Offer*. Send us 25 cents and we will send you the October, November and December numbers, or better, send us \$1.50 and we will send you *all the numbers* from the first issue to and including December, 1910. This gives you a 25-cent magazine at a cost of 10 cents per copy.

~~~~~  
TEAR OFF AND SIGN

## Twentieth Century Company

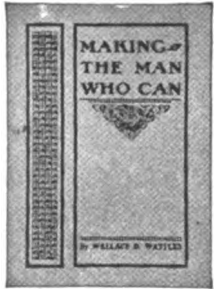
5 Park Square, Room 52, Boston, Mass.

Gentlemen: I n-losed fnd \$1.50 for which send me THE TWENTIETH CENTURY MAGAZINE from the first issue until December, 1910.

Name..... City or Town.....

Address..... State.....

# Making the Man Who Can And the Woman Who Does



We are all governed by others. We don't admit it, but consciously or unconsciously we imitate, we reflect, or we pattern after, others. It is not objectionable if your pattern is good—after really brilliant men or women—after those who have blazed trails of glory.

So, when our little gem, "MAKING THE MAN WHO CAN," came out, we sent it to a few men, whom we know, and whose opinion we are willing to set before you, with our stamp of approval, for your following.

Some of these opinions we find room for here. If these men think this, surely here is a criterion for you:

**LEIGH MITCHELL HODGES**  
(The Optimist), Editorial Staff, North American, Philadelphia, says:

"I'm inexpressibly indebted to you for enriching me with 'MAKING THE MAN WHO CAN.' It is the BEST right thought preachment I ever read, and I've browsed over a bushel of 'em. Unless I am blind to the real meaning of the term, it is 'Holy Writ,' and it ought to be read by every man who can read. I never before said this much about any book, because I never before read a book that MADE me say this much. I want ten copies right away, unless they cost too much."

**THOMAS DREIER**, managing editor, "Business Philosopher."

"'MAKING THE MAN WHO CAN' is a book that is so far ahead of the ordinary book of that class that it is almost in a class by itself. Ordinarily I have little time to give to the slushy books perpetrated by half bakes, but this man, Wattles, really is 'different.' I am sure you will sell thousands of them."

**FRANK ANDREWS FALL,**  
Bursar, New York University, New York, N. Y., says:

"Once upon a time I got plentifully shocked trying to pick a few curre-its from an electric light plant. But it didn't stir me up half as much as did the reading of 'MAKING THE MAN WHO CAN.' Elizabeth calls Mr. Wattles' book a 'live wire.' It strikes me that it is a whole dynamo of about a hundred man-power. There may be better stuff than Chapter IV on 'Promoting Yourself,' and Chapter V on 'The Advancing Thought,' but I've never come across it in the Astor Library."

**MR. CHAS. ROSEN**, Supt., Boycroft, East Aurora, N. Y., says:

"'MAKING THE MAN WHO CAN' is a forceful proposition and reminds me of 'The Message to Garcia.' The writer certainly handles his subject in an exquisite way. He neither moralizes, stupifies with statistics nor confounds with logic. He gives the facts from the viewpoint of a humanitarian. I congratulate any person who can get this book. The printing end of it does credit to the NAUTILUS press, and deserves a large circulation."

We know the worth of this book and we know it is right in line with the things for which *The Nautilus* stands. So we want you to have them both. The two together—"Two heads are wiser than one." Used together they will make you the man who does what he desires to do.

## Making the Man Who Can

BY WALLACE D. WATTLES

### Why Not Be Bossier Instead of Bossee? ? ?

Why remain the hired man? Why not promote yourself? Why not make live wire connections with success? Why not begin teaching Yourself instead of being taught? Why not be the MAN OR WOMAN WHO CAN instead of the man or woman who "some day will"?

Every question is answered by "No reason"! Still the impetus to do the thing is lacking—you are afraid of yourself; you think "Some day." Here is the IMPETUS. A beautiful book by Wallace D. Wattles, "MAKING THE MAN WHO CAN." And nothing slyer has been named in many a day. Contemplate! "Who can," it says. This means you *can* if you know how. "Making the Man" is the rest. Hence this book tells how YOU, WHO CAN, CAN be made, if you will follow out his simple, sensible, far seeing thoughts. This book is really a new view of yourself and your world, with easy lessons in Making Yourself the Man Who Can. Mr. Wattles is the original Man Who Can Think and Do. Catch his vibrations!

A book that will make you understand why the man at the next machine was made foreman last week; why the house across the street is "free and clear;" why your method is "charge it" and never "I'll take the change, please;" a book that is not a man's opinion of what things should be, but a man's KNOWLEDGE of things as they are and the effect and use of these things on YOU.

The language is so simple that a Century Dictionary need not be carried about with it. You can tuck it in your pocket and read a paragraph at noon. It's the kind of a book that makes troubles mile posts on the way to happiness.

Here are some of the things this new book contains:

### CONTENTS

The Business Attitude—What You Desire—Becoming What You Want to Be—Promoting Yourself—The Advancing Thought—The Law of Opulence—To Transmute Competition—Man and Money Talk That Builds.

## NAUTILUS

THE MAGAZINE OF SELF-HELP

Is the leading magazine of the new thought and mental healing movement. Helpful articles each month on health, success and personal development. Regular contributors, Ella Wheeler Wilcox, Florence Morse Kingsley, Edwin Markham, Prof. Edgar L. Larkin, W. R. C. Latson, M. D., THOMAS DREIER, and many others. Elizabeth Towne's editorials are a part of the magazine monthly and are said to have the largest number of readers of any woman's writings in America.

"The City Shadow," by Sinclair Lewis, a new serial story of thrilling interest, is now running in *Nautilus*. The story deals with the adventures of a young man who goes to the city to make his fortune. How he sounded New York deeps and found his bride, and their problems and their experiences in climbing out, form a story of great heart interest and illumination.

### OUR SPECIAL OFFER

(To New Subscribers Only)

The Nautilus Magazine, Twelve Months

In Advance

Twelve Back Numbers

A Copy of Making the Man Who Can..

ALL FOR \$1.00

**\$1.00**

ELIZABETH TOWNE

Dept. 27, Holyoke, Mass.

Enclosed is One Dollar. Please enter my subscription for *The Nautilus* for one year and send me free as a premium a copy of MAKING THE MAN WHO CAN, and also twelve back numbers of *Nautilus*.

Name .....

Address .....

Town .....

Say—"I Saw It In The Business Philosopher"



# SALESMEN WANTED

For high-grade line of guaranteed travelling bags, as exclusive line or side line, on commission basis. Sold from catalog and photographs to ten classes of retail merchants.

Applicants must be reliable, first-class salesmen with records and references that will bear investigation. Give full particulars regarding experience, record, earnings and territory covered, also state territory wanted.

## \$5000 a Year Opportunity for

Live-wire Sheldon-Trained salesmen of clean habits, good health, irreproachable character and unimpeachable integrity.

### Enthusiastic Salesmen

Who believe in and practise the gospel of scientific salesmanship according to Sheldon.

### Thinking Salesmen

Who read "Sheldon's Business Philosopher" and Elbert Hubbard's "Philistine", "Little Journeys", and "The Fra";

### Practical Salesmen

With sense enough to adhere to "Ginger Talks", by Holman, and the "Eighty-Nine Tips for Salesmen", by W. C. Collins.

### Conscientious Salesmen

Who are firm in their belief that the man who lies to sell goods is a fool; that a man must be honest to make good; that honest goods at honest prices can be sold by honest methods.

### High-Minded Salesmen

Who believe in honest competition; in selling SATISFACTION; in quality, not shoddy; and in the righteousness and happiness of doing business strictly on the square.

### Non-Bilious Salesmen

Who believe in hustling, not waiting; in boosting, not knocking; in cheerfulness, not grouching.

An easy proposition for disciples of Sheldon and Hubbard. A tough one for "order-makers" and "hasbeens". Address

**THOMAS A. STRAYER**  
SALES MANAGER  
ROCHESTER, - NEW YORK

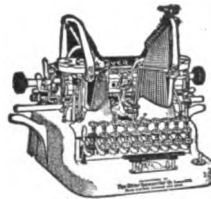
# A \$100 Typewriter for 17 Cents a Day!

Please read the headline over again. Then its tremendous significance will dawn upon you.

An Oliver Typewriter—the standard visible writer—the \$100 machine—the most highly perfected typewriter on the market—yours for 17 cents a day!

The typewriter whose conquest of the commercial world is a matter of business history—yours for 17 cents a day!

The typewriter that is equipped with scores of such conveniences as "The Balance Shift"—"The Ruling Device"—"The Double Release"—"The Locomotive Base"—"The Automatic Spacer"—"The Automatic Tabulator"—"The Disappearing Indicator"—"The Adjustable Paper Fingers"—"The Scientific Condensed Keyboard"—all



## Yours For 17 Cents a Day

We announced this new sales plan recently, just to feel the pulse of the people. Simply a small cash payment—then 17 cents a day. That is the plan in a nutshell.

The result has been such a deluge of applications for machines that we are simply astounded.

The demand comes from people of all classes, all ages, all occupations.

The majority of inquiries has come from people of known financial standing who were attracted by the novelty of the proposition. An impressive demonstration of the immense popularity of the Oliver Typewriter.

A startling confirmation of our belief that the Era of Universal Typewriting is at hand.

**A Quarter of a Million People  
are Making Money with**

**The OLIVER  
Typewriter**

*The Standard Visible Writer*

The Oliver Typewriter is a money-maker, right from the word "go"! So easy to run that beginners soon get in the "expert" class. Earn as you learn. Let the machine pay the 17 cents a day—and all above that is yours.

Wherever you are there's work to be done and money to be made by using the Oliver. The business world is calling for Oliver operators. There are not enough to supply the demand. Their salaries are considerably above those of many classes of workers.

**"An Oliver Typewriter in Every Home!"**

That is our battle cry today. We have made the Oliver supreme in usefulness and absolutely indispensable in business. Now comes the conquest of the home.

The simplicity and strength of the Oliver fit it for family use. It is becoming an important factor in the home training of young people. An educator as well as money maker.

Our new selling plan puts the Oliver on the threshold of every home in America. Will you close the door of your home or office on this remarkable Oliver opportunity?

Write for further details of our easy offer and a free copy of the new Oliver catalog. Address

**The Oliver Typewriter Company**  
The Oliver Typewriter Building Chicago, Ill.

# ON THE FIRING LINE

## LA FOLLETTE'S

### WEEKLY MAGAZINE

In its **ROLL CALL**, it gives the Facts about Public Measures, and the Records of Your Representatives in Congress. In its Special Articles, it tells what is being done in a practical way, throughout the Nation, to make the hold of the People on their Government more Secure, and to Bring about Equal Opportunity for All.

**FOR BUSY MEN—FOR EVERY HOME**

LA FOLLETTE'S will bring to you, once each week, information that you can get in no other magazine—information about men and measures—information about the record of your representatives—information about the great political issues that you and your friends are talking about and that you will have to settle with your votes—information about the popular movements to conserve our natural resources, to improve conditions of farm life, and to promote industrial democracy.

To give you this information, many of the ablest writers of the nation are contributing to LA FOLLETTE'S—all earnest brilliant men and women, who know whereof they write and who write in plain English.

A California editor has said that LA FOLLETTE'S has a Woman's Department that a man can read and not go crazy. "Home and Education" is edited by Mrs. Robert M. La Follette and Miss Caroline L. Hunt. Mrs. La Follette writes mostly from the personal standpoint of observation and experience. Her page is in the nature of informal talks on health, children, schools, books,



SENATOR R. M. LA FOLLETTE,  
Editor.

entertainment, and sketches of life in Washington and on the farm. Miss Hunt, who was four years professor of home economics at the University of Wisconsin, has had the best preparation to write of home management from the professional standpoint, and always adapts her knowledge to the practical needs of the general reader.

"In view of the character of the public issues of today and lack of care in their presentation, the necessity for a fair, candid and fearless exposition of public issues was never so strong as now, and this need is fully met by LA FOLLETTE'S WEEKLY."—*Moses E. Clapp, U. S. Senator from Minnesota.*

"I wish we had a number of papers like yours with a national circulation and still others with state circulations. There cannot be too much publicity. Out of discussion comes truth; only error seeks the cover of darkness. Strength to your arm! I shall be glad to co-operate with you so far as I can, and where we are compelled to disagree, I shall still be glad to have the opposite side as ably and as honestly stated as it will be in your paper."—*William J. Bryan.*

**LET THE NATION'S LEADING WRITERS KEEP YOU POSTED!**

ALL FOR FULL YEAR, SENT TO SEPARATE ADDRESSES IF SO DESIRED:

|                          |                                  |        |               |
|--------------------------|----------------------------------|--------|---------------|
| <b>EXTRA<br/>SPECIAL</b> | { BUSINESS PHILOSOPHER . . . . . | \$2.00 | <b>\$3.00</b> |
|                          | { THE CAXTON MAGAZINE . . . . .  | 1.00   |               |
|                          | { THE CAXTON BROCHURES . . . . . | 1.00   |               |
|                          | { LA FOLLETTE'S WEEKLY . . . . . | 1.00   |               |

Post yourself! For only \$1.00 a year (50 two-cent stamps) you place at your disposal knowledge of all the world events—a library of information such writers as White, Steffens, Congressman Murdock, Judge Lindsey, Brand Whitlock, Jane Addams, William Hard, John Mitchell, Dean H. L. Russell, and many other brilliant men and women, leaders in the progressive movement, have spent a lifetime of sacrifice in gathering.

A POSTAL WILL BRING YOU A FREE COPY OF LA FOLETTE'S. Send today.

**LA FOLLETTE'S**  
Weekly Magazine  
MADISON, WIS.

Agents Wanted

**\$1.00 a Year**

235  
Pages  
15  
Full  
Page  
Car-  
toons

# GINGER TALKS

**Sales of Two Million a Month**  
The Course in Salesmanship that Built Them for the National Cash Register Co.  
**Yours for \$2.00**



**T**HINK of a course in practical salesmanship, written straight out of the heart of the greatest selling organization in the world, by a Director of that organization; a course that does not merely describe the selling system of this colossal concern—but **IS THAT ACTUAL SYSTEM ITSELF**—the word for word Ginger Talks of that world famous company to its 1,000 salesmen—the verbatim coaching, the exact specific instruction, the very selling pointers and arguments and inspiration and enthusiasm that built up, through those 1,000 red-blooded salesmen, a business of over two million dollars a month in monthly sales.

**The Pabst Co. Bought it for its 1800 Salesmen**  
**The Quaker Oats Company Invested \$450.00 in It**  
**1682 Other Giant Concerns Have Taken It for Their**  
**Entire Sales Forces, Many Taking from**  
**100 to 1000 Each**

Ask us to send you a list six feet long of these concerns which employ nearly 50,000 salesmen

**GINGER TALKS** are a complete text-book of instruction and pointers on the art of selling goods. They simplify the whole of practical salesmanship; make clear with wonderful illustrations and exact explanations how to make approaches, how to secure attention, how to create desire, how to stimulate to immediate action and walk out with the order. They tell the salesman how to turn enmity into friendship, cold indifference into eager interest, casual inquiries into actual buyers, actual buyers into permanent customers. They touch on a thousand salesmen's difficulties and perplexities and show a way out of each one.

**GINGER TALKS** is the only business book ever written that is as brilliant and fascinating in style and has the same human interest as George Aïde's "Fables in Slang", Billy Baxter's "Letters," or Mr. Dooley's famous conversations with his friend Hennessey. The sentences are crowded with epigrams, sharpened with penetrating wit, lighted up with humor, and made fairly alive with the tones of a master-

ful personality. It is this wonderful combination of solid instruction and brilliant expression—"beefsteak nutriment and champagne style" that has brought Ginger Talks their tremendous sales.

**SEND YOUR GINGER**  
**SHELDON UNIVERSITY PRESS**  
LIBERTYVILLE, ILLINOIS

I am enclosing Two Dollars. Send me a copy of **HOLMAN'S "GINGER TALKS."**

Name .....

Address .....

State .....

You can enclose \$2.00 and receive a copy of *Ginger Talks* and *The Business Philosopher* for one year

Say—"I Saw It in The Business Philosopher"

# Health and Happiness

A MONTHLY JOURNAL DEVOTED TO THE SCIENCE OF RIGHT LIVING

Edited by FREDERIC E. J. LLOYD, D. D., M. D.

It is a forum where students and thinkers, and especially those who are endeavoring to aid the human brotherhood to become "healthier and happier", will be given an opportunity so to do.

Its keynote is *optimism*.

It will contain helpful lessons on the science of right living, right thinking, right doing.

From month to month HEALTH AND HAPPINESS will carry its message of help to its readers, sounding a true note from the first and sustaining it. There will be imparted a real increase of strength to militant workers in the great field of health and happiness by what we shall say from month to month. We shall aim to recognize every force that is making for the uplift of humanity, though we shall tolerate nothing that does not, at the same time, commend itself to the highest expression of the human intellect.

Psychotherapy cannot be carelessly passed by without loss.

"No one can read a copy of HEALTH AND HAPPINESS without, like Oliver Twist, wanting more. A friend of mine, a man of fine natural mind, bought a copy of the current issue—he is most enthusiastic over it, especially over the editor's own work. We, he and I, greatly admire the superior excellence of the magazine as a typographical production. It is a great credit to the publishers and yourself."

"I am not given to flattery; but HEALTH AND HAPPINESS is a splendid magazine. It is a magazine which will surely make a great success and should prove very profitable. It is a thought-inspiring publication that cannot but improve him on her who reads, and I wish for it the widest circulation and the highest prosperity."—Waldorf Francis.

"I am one of the subscribers to your very worthy magazine, HEALTH AND HAPPINESS, and have studied it with increasing interest and care, almost every line.

"My full convictions are that this paper will prove a very great source of benefit and help to many a tired one, weary with the burdens of life, needing a word of encouragement from some strong, helpful minds to which a kind providence has given such strength as to enable them to help the discouraged ones.

"I shall watch with very great solicitude the future of this journal, but am fully convinced that its future is assured."—George W. Crow.

"I am pleased to receive the copy of HEALTH AND HAPPINESS which came to hand this morning, and I don't know how I can better describe the way it appeals to me than to say, *it is simply great*, and I surely hope that the publishers of it will have every success they anticipate for it."—Geo. D. Pushee.

"We are much pleased with the first number of HEALTH AND HAPPINESS and feel certain that it will fill a long-felt want."—Dr. Sheldon.

"I think you are making a fine magazine of HEALTH AND HAPPINESS."—Dr. Sheldon.

"I must congratulate you most sincerely on the splendid matter and appearance of HEALTH AND HAPPINESS. If this standard is sustained it cannot fail to make a great place for itself."—Rev. Dr. Sowerby.

"I am very much pleased with HEALTH AND HAPPINESS, both as to its typographical make-up and its literary contents. It certainly contains much truth and it has an optimistic tone that is most refreshing."—Mrs. Lida Keck Wiggins.

"I congratulate you upon the handsome appearance and make-up, and especially the contents of HEALTH AND HAPPINESS."—Dr. Kellogg.

Terms: \$2.00 a year; single copies, 20 cents; postage on subscriptions to foreign countries, \$1.00 a year additional; to Canada, 50 cents additional.

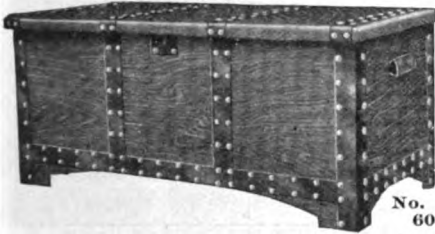
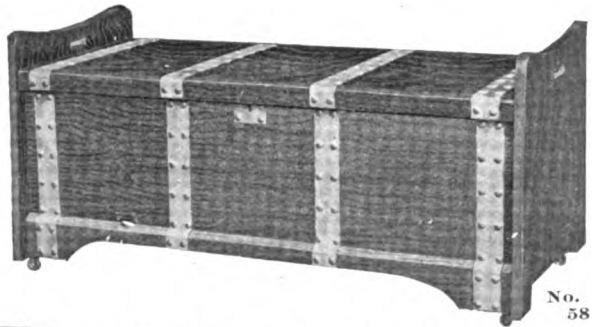
Published the first of each month.

## THE DICKIM PUBLISHING CONCERN

4241 East Ravenswood Park, CHICAGO

Say—"I Saw It in The Business Philosopher"

## Ask Your Santa Claus for a Genuine Red Cedar Chest



**Old-Fashioned Colonial Chest.** Made of  $\frac{3}{4}$  in. Solid Red Cedar. Beautifully polished, natural, hand rubbed finish. Strong lock, brass casters, brass lid stay, cedar handles. Bound with four wide bands of dull finish copper. Studded with heavy copper rivets. Outside dimensions: Length 44 in. Width 21 in. Height 21 in. No. 60. Christmas price \$25.25, freight prepaid east of the Mississippi River.

Practicability and sentiment are combined in such a gift. Your gowns, furs and hats in one of our genuine Red Cedar chests are absolutely safe from moths, dust and dampness. Our chests may be handed down as heirlooms—they are of such beautiful and honest craftsmanship.

It is extremely difficult to purchase chests of genuine red cedar in most stores in this country. Where it is possible, prices are almost prohibitive. We build our chests here in the heart of the red cedar section. We send them direct to you—cutting out the wholesalers' and retailers' profits—even paying the transportation charges ourselves.

The Colonial Window Seat or Hall Chest, No. 58, is made of  $\frac{3}{4}$  in. Solid Red Cedar. Beautifully polished, natural hand-rubbed finish. Fitted with strong lock, brass casters and brass lid stay. Bound with wide bands of dull finished copper. Studded with old-fashioned heavy copper rivets. Outside dimensions: Length 44 in. Width 20 $\frac{1}{2}$  in. Height 20 $\frac{1}{2}$  in. The Special Christmas price is \$22.50 delivered prepaid east of the Mississippi River. (Extra freight charges for points beyond quoted.)

By our Special 15 Days' Free Trial Offer you can examine this chest in your own home at no cost to yourself. If unsatisfactory we even pay the return freight charges.

Send now for our catalog of chests of all styles and prices.

**PIEDMONT RED CEDAR CHEST COMPANY, Dept. 67 STATESVILLE, N. C.**



## French Lick Springs

is an all year round resort, famed for its healing waters and the out of door attractions of its climate and scenery. The thousand acres of natural park, walks, drives, golf and other outdoor amusements are charming any season. Hotel is modern in every respect, affording accommodations for 700 guests, with home comforts; all sleeping apartments are outside rooms, light and airy. The winter climate, while crisp and bracing, is dry, sunny and thoroughly enjoyable, and a stay of two or four weeks will prove very beneficial.

### French Lick Springs Waters

possess medicinal properties unequalled for the treatment of stomach, liver, bowel and kidney diseases.

### Pluto Concentrated Spring Water

is recommended by Physicians everywhere and sold at all Drug Stores, in half pint and quart bottles, costing 15c and 35c.

Write for booklet giving full information concerning the hotel, waters, etc.

## French Lick Springs Hotel Co.

THOMAS TAGGART, Pres., French Lick, Indiana  
ON THE MONON AND SOUTHERN RAILWAYS



Say—"I Saw It in The Business Philosopher"

# Ring the Bell Every Time

**WHAT** is it worth to you to be able to ring the bell every time you strike for a customer's order?

What is it worth to you to be able, when he puts forth an objection, to knock that objection sky high with the irresistible force of a selling argument that has been tried and proven by the best salesmen of the best concerns in the world—concerns whose names are household words by reason of the enormous sales these very selling arguments have brought them?

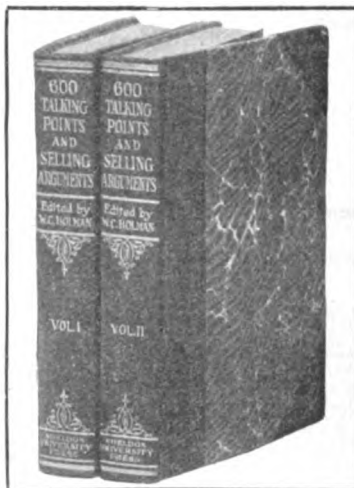
## *What is it Worth To You:*

—To know in advance the objections your prospect will make and the best answer to each that has ever yet been discovered.

—To have a number of answers (in some cases as many as twenty to thirty) to each objection—all irresistible—600 irresistible selling arguments?

—To know that every one of these arguments has been evolved by years of hard experience—improved and made stronger by constant successful use?

—To know that many of these arguments cost thousands of dollars in experience before they were discovered and perfected—and that many of them have sold millions of dollars worth of goods?



## *Every Page Coinable Into Money*

A chemical formula written on the back of an envelope may be worth a fortune; a few figures giving the combination to a safe may unlock a door with millions behind it. Every page of this book contains a selling formula that you can coin into ready money. Every one of these 600 irresistible arguments opens a door that will lead you to more sales and more commissions. You could well pay, if you had to, a green-back for every page of this book; but the cost to you is slight.

## *SIGN THIS COUPON*

Can you afford to pay one-half cent for an argument that has sold thousands of dollars worth of goods—an argument whose discovery cost hundreds or even thousands of dollars in time and experience and actual money of star salesmen and great concerns.

—An argument that will surely close sales for you—that may clear you a hundred dollars in commissions the first day you use it, and hundreds or even thousands of dollars as you use it over and over again, throughout the entire year and for years to come.

Can you afford to pay one-half cent for what is worth anywhere from \$10.00 to \$1,000.00 in actual money-making power to you?

## *Then Sign This Coupon and Mail Today*

THE SHILDON UNIVERSITY PRESS, Libertyville, Ill.

Enclosed please find \$4.00 for your Two big volumes of Six Hundred Talking Points and Selling Arguments.

Name.....

Address, etc.....

Say—"I Saw it in The Business Philosopher"



# THE CHERRY MINE DISASTER

Will go down in history as one of the deplorable happenings of the 20th century.

Just at this time the commission appointed are busily engaged in attempting to set the blame. Just what conclusion they will arrive at remains to be seen—it's quite enough that we know some one **is blamable**—that some one individual is responsible for **this lack of service** to his employers or fellow-men.

**SHELDON WAS RIGHT** when he said :  
**"HE PROFITS MOST WHO SERVES BEST."**

The **Selling Service** we offer is **Service Par Excellence**. There is absolutely no chance of disaster overtaking the manufacturer who entrusts the sale of his products to this company.

We shall have an expert corps of thoroughly reliable and competent salesmen, every man **a thorough believer in Service**.

We will sell the Jobbing Trade from **Coast to Coast**—no line too large for us to handle—none so small but what **we can Make it Grow, and Grow Fast**.

**MANAGEMENT** :—Mr. J. H. Cumming for the past four years in charge of the sales end of **"PRISCO PRODUCTS,"** and under whose skillfull management that line grew from almost nothing to a point where **sales were limited only by the capacity of the "PRISCO" plant,** will be General Manager. Associated with him will be Mr. A. J. Brede as Sales Assistant and Mr. Edward J. Frazer in full charge of the offices and correspondence, both of these gentlemen having been identified with Mr. Cumming for the past four years, adding not a little to the general results obtained for the **"PRISCO" Co.**

**MR. MANUFACTURER.**—We are prepared **NOW** to take on your line and make a success of it. The number of lines we shall handle will be limited so as to secure the best results. **CONCENTRATION** will be the order, **"LIVE ONES"** the slogan.

We shall be pleased to send you a list of **Jobbers** and **Competitors** for reference as to whether or not our slogan of **"Live Oness"** is a misnomer.

**WRITE US AT ONCE FOR OUR PROPOSITION, OR SUBMIT YOURS**

**J. H. CUMMING & CO., 40 Dearborn St., Chicago, Ill.**

EDITOR'S NOTE:—Mr. Cumming in an interesting interview states, in a modest manner, that this year's earnings of his office were nearly equal to the salary of Hon. William Howard Taft, and while he points with pardonable pride to past achievements, he seems thoroughly imbued with the spirit that "It's not what we HAVE done, BUT WHAT WE CAN AND WILL DO." (He says some claim salesmen are born, not made, but that he agrees with SHELDON that they are born and made, and, being a graduate of THE SHELDON SCHOOL, gives this school full credit for having RE-MADE HIM, so to speak).



# Business Building

---

Business Building is the  
making of permanent and  
profitable patrons.

—*Sheldon*



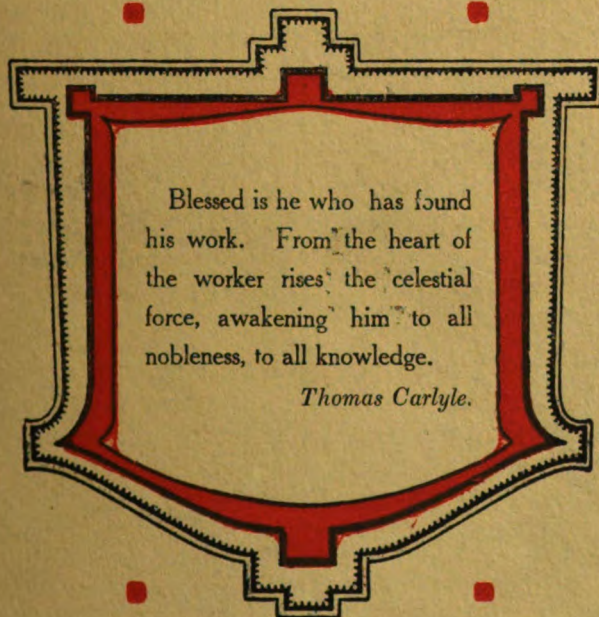
UG 16 1910  
FEBRUARY

1910

*Gen. Lib.*

PRICE 20 CENTS

# SHELDON'S BUSINESS PHILOSOPHER AND SALESMANSHIP



SHELDON · UNIVERSITY · PRESS  
LIBERTYVILLE · ILLINOIS

# What Tom Dreier Thinks of Sheldon

¶ Thomas Dreier has never been noted for fearing to speak his mind on any subject at any time. That is what he does in the December issue of *The Caxton*, where he tells what he thinks of Sheldon and the Sheldon system. Writing as he does, after two years of experience in every department of the Sheldon work—sitting in meetings of all kinds—reading thousands of letters—knowing intimately the “behind the scenes” secrets—this article is one that everyone at all interested in the Sheldon work ought to read.

## THE CAXTON

is essentially a Magazine for Quality Folks. It is devoted to the cause of Education for Efficiency. It exposes the work being done by folks Who are Worth While. It deals in personalities. It is helpful—inspirational—uplifting. It deals with problems of man-and business-building. It tells of the success of men and women and answers the questions What?—Why?—How? It helps its readers become more successful.

¶ There are few magazines in the world that are more beautiful. Printed on special pearl-gray stock—ten point Cheltenham extended type—in two colors—tipped-in illustration—tied with silk—heavy deckle-edged cover printed in two colors—it is the best work of Cax Holmes, the man who went to Paris to study colors so as to become a better printer.

### ONLY TEN CENTS

is needed for a sample copy. But truly wise folks will send along One Dollar and receive twelve numbers which contain over 96,000 words of reading matter of the inspiring kind. Try this

**Special Offer** Send us one dollar by return mail, and we will put your name on the list for a whole year and send you a copy of *The Caxton* each month, and six numbers of *The Caxton Brochures*. If you do not care for the *Brochures*, you may have a copy “The First True Gentleman.”  
The Caxton for one year.....\$1.00  
Six Brochures, or Book. .... .60  
\$1.60 for \$1.00

THE CAXTON SOCIETY  
Pittsfield, in The Berkshires, Massachusetts



# CONTENTS

FEBRUARY, 1910

A. F. SHELDON, - - - - - EDITOR-IN-CHIEF  
THOMAS DREIER, - - - - - MANAGING EDITOR

|                                                                            | Page |                                                                                            | Page |
|----------------------------------------------------------------------------|------|--------------------------------------------------------------------------------------------|------|
| About Your Summer Vacation,<br>BY THE-SERGEANT-AT-ARMS -                   |      | The Salesman's Duty to His Customer,<br>BY LUTHER D. FERNALD -                             | 112  |
| Editor's Monthly Talk - - -                                                |      | The Power to Choose and How to<br>Develop It, BY C. M. FALCONER -                          | 112  |
| The Moral Evil, BY WILLIAM EL-<br>LERY CHANNING - - - - - FRONT.           |      | Sales Letters, BY JED SCARBORO -                                                           | 113  |
| Editorial, BY A. F. SHELDON -                                              | 67   | Profit Sharing--An Outline, BY<br>MARON WATSON - - - - -                                   | 115  |
| The School that Teaches Boys<br>How to Live, BY THOMAS<br>DREIER - - - - - | 75   | Another Salesman's Creed, - -                                                              | 117  |
| The Man With the Fixed Idea,<br>BY HERBERT KAUFMAN - - -                   | 80   | The Live Merchant Asks Him-<br>self, BY GLENWOOD S. BUCK -                                 | 117  |
| The Questions of Socratic, BY<br>ARTHUR W. NEWCOMB - - -                   | 81   | What Right Have You to Judge?<br>BY HERBERT KAUFMAN - - -                                  | 118  |
| How Advertising Helps the World<br>Move, BY E. C. PATTERSON -              | 86   | The Man Who Poosted His House,<br>BY FRANK M. CHESTER - - -                                | 119  |
| Gleanings From Business Fields,<br>BY THOMAS DREIER - - - -                | 87   | Taking the Initiative, BY S.<br>ROLAND HALL - - - - -                                      | 120  |
| Psychology Applied to Merchan-<br>dising, BY W. G. CLIFFORD -              | 99   | Settle It Now, BY LUTHER D.<br>FERNALD - - - - -                                           | 120  |
| Justice, BY LA VERNE A. BARBER -                                           | 102  | Getting Back the Lost Customer,<br>BY J. T. PURVES - - - - -                               | 121  |
| Why Not Do Honest Work? BY<br>GLENWOOD S. BUCK - - - -                     | 103  | The Salesman's Twelve Com-<br>mandments, BY H. P. WART-<br>MAN - - - - -                   | 122  |
| Inspired Millionaires, BY EDWARD<br>BUCKRUM - - - - -                      | 105  | An American Salesman in Eng-<br>land, BY FRED BRIGG - - -                                  | 123  |
| Selling Talks, BY WILLIAM SCHEELE -                                        | 106  | American Influence on London<br>Business Men and Their Meth-<br>ods, BY STANLEY BOWMAR - - | 124  |
| Leaves From My Order Book, BY<br>MORTON MAYNE - - - - -                    | 107  | The Philosopher Among His<br>Books - - - - -                                               | 125  |
| How Best to Talk the Goods, BY<br>W. D. LEGGE - - - - -                    | 109  |                                                                                            |      |
| What Makes a Salesman, BY E.<br>C. SIMMONS - - - - -                       | 110  |                                                                                            |      |

Two dollars a year will bring the magazine to anyone in the United States or its possessions, and \$2.50 in Canada and foreign countries.

Requests for 'changes of address' MUST reach this office before the 10th of the month in order to insure the proper mailing of the current issue of this magazine. In sending in the new address please give your previous location.

**SHELDON UNIVERSITY PRESS**

LIBERTYVILLE, ILLINOIS

Entered as Second-Class Matter, Oct. 9, 1907, at the Post Office at Libertyville, Ill., under Act of March 3, 1879. Copyrighted by Sheldon University Press

If you want business stationery with the *character* that *impresses* correspondents *favorably*, and at a *price* that makes it *usable* in *quantities*—specify

## CONSTRUCTION

Best at



the Price

## BOND

With Envelopes to Match.

It has the satisfying crackle, strength and appearance that give character to business stationery. To suit every taste it comes in 3 finishes, 4 thicknesses, and in white and six rich colors.

### Why it Costs Less.

Construction Bond is sold *direct* to responsible printers and lithographers in quantities of 500 lbs. or more at a time. It carries but *one profit* and the smallest possible distributing expense.

Other fine papers are sold through jobbers, who resell them to printers and lithographers in any quantity desired. Their prices necessarily carry *another* profit and a *heavy expense* for handling in *small* lots, both of which *you save* when you secure Construction Bond in your business stationery.

### How to Get It.

Just enclose your *business* card in an envelope addressed to us, or write us on your business letterhead, and you will receive our Portfolio of 25 Specimen Letterheads on Construction Bond.

They show you the true quality of the paper, and what character of stationery it produces. At the same time we will send you the names of responsible printers and lithographers in your vicinity who handle Construction Bond. Slip your *business* card in an envelope *now* and address it to

W. E. WROE & CO., 308 Michigan Blvd., CHICAGO

# What will YOU Be in 1910?

A Sheldon Student writes from Iowa:

*"I will be a bigger man beginning the new year—with a bigger position, bigger salary and bigger prospects. And all because I took your course in 1909."*

What are *your* prospects for the year just ahead? Do you see promotion and increase in salary? Or is it the same old outlook?

By devoting a few minutes each day to the Sheldon Course in Successful Salesmanship, hundreds of men write us that they are continually going ahead--moving up their salaries and their prospects.

The question for *you* to solve in the new year is NOT "Will you get more?" BUT "Will you be *worth* more?"

Great things gravitate to the man who is ready to meet them.

Resolve now—this very day—that you will be more and get more in the new year, and start at once by sending for THE SHELTON BOOK—free to you for the asking.

Please Send me FREE copy of THE SHELTON  
BOOK:

.....  
.....

## THE SHELTON SCHOOL

1894 Republic Bldg., Chicago.



# About Your Summer Vacation

BY THE SERGEANT-AT-ARMS

**I**T'S time to begin thinking about it—planning for it.

You want to rest. You want to have a good time. You want to get a change of scene. You want to be easy on your bank-roll.

Besides all these things, you want to get back to business with new vim, vigor and vitality, more power to do things, to plan and execute.

What is the good of a vacation if it doesn't do that for you?

Now I am standing up right here to say that you can get all these things—and more—at the Sheldon Summer School, on the shores of Lake Eara, near Rockefeller, Illinois, next summer.

No, I don't ask you to take my word for it.

A goodly company of live wires were there last summer for two weeks, and I am letting them tell you about it.

As you read their letters, just bear in mind one thing: we learned a good many things about running a summer school last summer, so this time we shall make it better than ever before.

But first, let me tell you a little about what the Sheldon Summer School is.

A business Chautauqua in Endurance Park, Sheltonhurst Farm, where you can come and bring your wife and babies, live close to Nature in one of



PART OF SHELTON SUMMER SCHOOL CAMP, 1909

## THE BUSINESS PHILOSOPHER

her loveliest bowers, get up an appetite, eat of the fat of the land, swim, row, sail, fish, play baseball, tennis, basket-ball, and croquet; tramp across country, ride Art Koon's five-gaited thoroughbred saddle horses, loaf and invite your soul, meet and exchange yarns and ideas with a bunch of live ones, read, study, sing and dance.

That's enough, isn't it?

But there's more—the best is yet to come.

We are going to spread the big tent, and under its canvas roof there will be lectures on business science, man-building, practical salesmanship, and character analysis. These will be given by Mr. Sheldon, assisted by a corps of experts.

There will be conferences, too, where you will have an opportunity to hear the experiences of the others—and tell your own.

But there will be no long programs.

And Sheldonhurst Farm! How I wish I could tell you what it is like! Think of two hundred acres of forest, on hills and ravines—the most beautiful in Illinois—three hundred acres of meadow and farm-land, emerald green; and a little gem of a one-hundred-acre lake, set in the forest, and teeming with bass, pickerel and other game fish. These photographs do not begin to tell the story. You have to see Sheldonhurst to appreciate its beauty and fascination.

But let those who were there last summer tell their impressions.

### An Intellectual Feast

Here is a part of a letter from Mr. E. E. Martin, Assistant Sales Manager of The American Case & Register Company, of Salem, Ohio:

In the two weeks just spent with you, I partook of the best intellectual feast of my life. You can depend upon it that I will be there next year with

my family and as many of my friends as I can persuade to come. I am at work now on them.

When I think of your lectures and talks, each a gem, I try to imagine the effect it would have had on the business of our country in 1910, had 10,000 men heard you at the summer school this year.

How will you take care of all who will want to come to the summer school next year? It would seem that you can have any number that you want; for men with something-above-the-collar want your man-building and business-building talk.

All your undertakings will succeed, Mr. Sheldon, for they have the right foundation. I want to co-operate. Command me.

How would you like to feel as good as that over your next summer's vacation? Spend it at Sheldonhurst.

### The Two Masters at the School

Now here comes Kimball, the jolly business optimist who runs The Clinic Publishing Company, at Ravenswood, Illinois. Trust Kim to know a good thing when he sees it:

Say, Sheldon, that was a bully time you gave my office force and myself Saturday. Accept my thanks. The effects of our dip into the Sheldon atmosphere was noted Monday morning in the renewed vigor with which work was tackled.

This man-building scheme of yours is great. You have the right idea and your way of working it out is peculiarly a Sheldon way. I cannot say too much in favor of it. It occurred to me Saturday how much it must mean to a student to round up his course of instructions at your Summer School in touch with two masters—Nature and Sheldon.

The whole situation in a nutshell:

You fit a man to "Carry a Message to Garcia."

### An Enthusiast

And from J. M. Lancaster, out in Franklin, Nebraska, comes this bit of enthusiasm:

I count it a great pleasure to tell others of the great things spread for us at the first session of the Sheldon Summer School.

It was a feast at the table three times daily. A rest and pleasure to be in the woods, lake or boat.

It was the best feast ever offered for mental and spiritual growth.

I absorbed a great deal and will get the notes of the lessons and lectures. Best of all am putting it into practice.

Mr. Lancaster seems to feel, as do all the others, that he simply can't make it too strong. That's pretty good evidence, isn't it?

**BEGIN PLANNING NOW TO COME**



## A Get-Together Page for Subscribers

You realize, don't you, that **THE BUSINESS PHILOSOPHER** has a very high-class clientele?

Of course you do, because—well just because you belong yourself.

Now it ought to be worth something to you to be one of the Elect—I hope that it has been. But I want to do more than I have to get all you good fellows together and help you to help one another more.

That is why, beginning with the March number, I am going to set aside one page every month to you subscribers—it is going to be a kind of monthly reception, where you can make one another's acquaintance.

This is the way it is to be done:

If your services are for sale, you want to sell them to the kind of man that reads **THE BUSINESS PHILOSOPHER**. don't you? Well, then, tell the readers of this magazine about yourself in a four-line advertisement and send it to us. We will insert it once in that get-together page, and it won't cost you a cent. There's no string to this. If you are a subscriber, just send along your four-line selling talk.

Are you an employer, and do you need men—good men, the kind **THE BUSINESS PHILOSOPHER** reaches? You have the same four-line, one-insertion privilege on this page.

Now we may be swamped, at first, with these four-liners—I hope so. In that case, it will be first come, first served. Your ads will be inserted in the order in which they are received.

Now, lest I be misunderstood, let me say that I am not doing this as a work of charity, nor merely to gratify my altruistic ideals. There is some-

thing of the good fellow in it, to be sure. We all like to do something for our friends. But I am setting aside this page for you subscribers because I want to render you a service, frankly on the basis that he profits most who serves best.

I know that I shall lose nothing by this service.

### Talk Back to Socratic

Beginning with this month, "The Questions of Socratic" will be reported regularly in **THE BUSINESS PHILOSOPHER**.

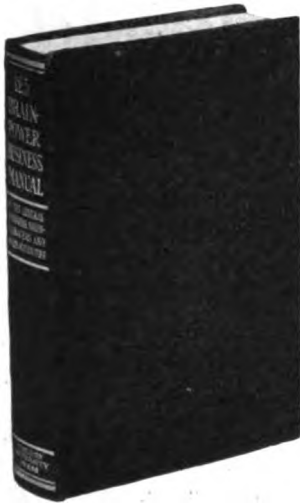
Now Socratic is wise, and he seems to feel pretty sure of himself most of the time. But he isn't infallible, by any means, and he is willing to be shown if he is wrong.

So come back at him, any of you, if you don't agree with the conclusions he draws out of his victims. You may start something. You may get the placid questioner to admit that you, too, can ask questions—some that change his mind. And then, again, he may ask you a few questions.

Whichever way it is, you will add to the pleasure of the occasion, and we are all likely to learn something.

And while I am on this subject, let me say that Socratic isn't the only fallible mortal that sets forth his ideas in this magazine. There are a few others who might be made to admit that wisdom will not die with them. Take your pen in hand and say so if you don't agree with any of us, and can tell us anything better—or anything you think is better, which may not be quite the same thing, but will answer the purpose just as well.

"In the multitude of counsellors there is safety."



## You Cannot Afford to Let this Opportunity Slip By Without Grasping It

It doesn't make any difference what your business is. The 125 Brain Power Manual contains specific information that you can coin into money. It contains the business building advice of 125 executives, sales managers, salesmen, star business getters, office managers—the men farthest up in the business world.

### Read this Table of Contents for Part Twenty-Five.

#### Part XXV. Character and Conduct

##### FIVE ESSENTIALS TO SUCCESS AS A SALESMAN

By John H. Patterson, President, National Cash Register Co.

##### THE ELEMENTS OF SUCCESS

By The Late Marshall Field

##### SUCCESS POINTERS

By W. C. Smith, Assistant Sales Manager, American Surety Co.

##### ACCURACY AND PROMPTNESS

By J. L. Clark, General Western Freight Agent, L. S. & M. S. Railway

##### SALESMEN'S STANDARDS

By H. C. Grote, Secretary, Edward Western Tea and Spice Co.

##### THE BASIS OF SUCCESS

By C. L. Clapp, President Sewell-Clapp Manufacturing Co.

##### THREE SALESMEN'S FAULTS

By Joseph Peters, Vice-Pres., Fuller & Fuller.

##### SAVING MONEY

By Bert Alexander, Assistant Sales Manager, National Cash Register Co.

##### PROFITING BY FAILURE

By Thomas Buckner, Gen'l Supt. Agents, N. Y. Life Insurance Co.

##### JACKING UP ONE'S OWN SALES

By Alexander Revell, President, A. H. Revell & Co.

##### SALESMEN'S AGE LIMITS

By S. A. Tolman, Vice-Pres., The John A. Tolman Co.

##### THE OLD MAN ON THE ROAD

By R. N. Hull, editor of the *Sample Case*, the organ of 25,000 commercial travelers.

##### CENTURY BOOK SALESMEN'S MAXIMS

By J. F. Larson, Manager, John Wanamaker's Century Book Salesman

##### THE LOVE OF LUXURIES

By F. P. Hamilton

##### SALESMEN'S NEW YEAR RESOLUTIONS

By F. P. Hamilton

##### FIGURE IT OUT YOURSELF

By A. M. Jasper

##### LOOK FOR LESSONS EVERYWHERE

By A. D. Brown

##### HOW TO QUALIFY AS AN INSURANCE SOLICITOR

By Gage E. Tarbell, Former Second Vice-Pres., Equitable Life Insurance Co.

##### THE EXTRA OUNCE REQUIRED

By E. Ray Speare, General Manager, The Alden Speare's Sons Co.

##### ECONOMY OF TIME IN MAKING CALLS

By C. M. Merica, Circulation Manager *The World Today*

##### DON'T CANVASS—SELLS

By Walter Cool, District Manager, National Cash Register Co.

##### CONDUCT TOWARD BUYERS

By S. W. Barnes, Head Salesman, Birmingham & Seaman

##### THE STANDARDS OF THE SUCCESSFUL SALESMAN

By W. P. Menick, Advertising Sales Manager, Corliss, Coon & Co.

##### THE BRAVE QUALITY OF AGGRESSIVENESS

By F. P. Hamilton

##### TIME SAVING METHODS

By B. D. Jones, Vice-Pres., Chicago Portrait Co.

##### KEEPING ONE'S COURAGE HIGH

By C. G. Steel, Advertising Manager, The Bell Telephone Co.

##### THE DANGER OF BEING TOO GOOD A MIXER

By M. B. Parsons

##### DON'T WATCH THE CLOCK

By W. C. Holman

##### THE SALESMAN'S FAITH IN HIS GOODS

By R. L. Higley

##### LET THE OTHER FELLOWS KICK

Anonymous

##### WHY SOME MEN FAIL

By L. D. Martin

##### THE POWER OF CONTINUOUS EFFORT

By W. S. Powers

##### INSURANCE AGAINST FAILURE

By A. C. Hommline

##### THE MAN WHO CONCENTRATES

By R. J. Blaine

##### MAKE MEN YOUR BOOKS

By T. D. Thurston

##### FIRST QUALITY SALESMEN—AND OTHERS

By F. H. Hamilton

##### CUTTING OUT NON-ESSENTIALS

By P. D. Sigler

##### OPEN MINDED SALESMEN

By Preston P. Lynn, General Manager, John Wanamaker New York.

Remember there are fifteen parts, every one of which contains live business getting information. There is no other book published that in any way resembles it. Your library is incomplete without it. You are denying yourself the experiences of 12 big men of business every day you go without it.

#### Two Dollars Gets Nearly 1,000 Pages

The 125 Brain Power Manual is made up of nearly 1,000 pages. The size of the printed page is 8½ by 8½ inches. It is 1½ inches thick. This matter was formerly published in three volumes and sold for \$9.00. We have printed every line of what was contained in these volumes on thinner paper and have compressed all the Choice Stuff into one book. Two Dollars will bring it to you immediately.

#### —SEND THIS COUPON FILLED OUT TODAY—

Sheldon University Press, Libertyville, Ill.

Here is a Two Dollar bill. Send me prepaid a copy of your big 125 Brain Power Manual.

Name.....

Street.....

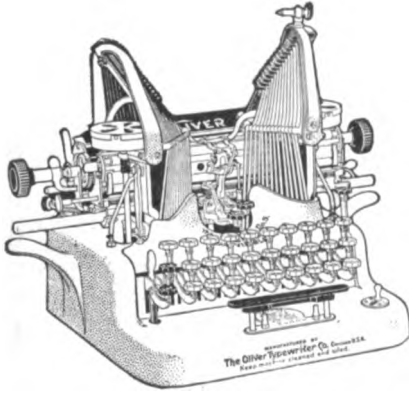
City..... State.....

(Send \$3.50 and receive The Business Philosopher for one year in addition to the 125 Brain Power Manual)

# Seventeen Cents a Day Buys an Oliver Typewriter!

This amazing offer—the New Model Oliver Typewriter No. 5 at 17 cents a day—is open to everybody, everywhere.

It's our new and immensely popular plan of selling Oliver Typewriters, on little easy payments. The abandonment of *longhand* in favor of clean, legible, beautiful *typewriting* is the next great step in human progress.



Already—in all lines of business and in all professions—the use of *pen-and-ink* is largely restricted to the writing of signatures.

Business Colleges and High Schools, watchful of the trend of public sentiment, are training a vast army of young people in the use of Oliver Typewriters.

The prompt and generous response of the Oliver Typewriter Company to the world-wide demand for *universal typewriting*, gives tremendous impetus to the movement.

The Oliver, with the largest sale of any typewriter in existence, was the logical machine to take the initiative in bringing about the *universal use* of typewriters. It *always* leads.

## Save Your Pennies and Own an Oliver

This "17-Cents-a-Day" selling plan makes the Oliver as easy to *own* as to *rent*. It places the machine within easy reach of every *home*—every *individual*. A man's "cigar money"—a woman's "pin money"—will buy it.

Clerks on small salaries can now afford to own Olivers. By utilizing spare moments for practice they may fit themselves for more important positions.

School boys and school girls can buy Olivers by saving their *pennies*.

You can buy an Oliver on this plan at the regular catalog price—\$100. A small first payment brings the machine. Then you save 17 cents a day and pay monthly.

And the possession of an Oliver Typewriter enables you to *earn money to finish paying for the machine*.

### Mechanical Advantages

The Oliver is the most highly perfected typewriter on the market—hence its 100 per cent efficiency.

Among its scores of conveniences are:

- the Balance Shift
- the Ruling Device
- the Double Release
- the Locomotive Base
- the Automatic Spacer
- the Automatic Tabulator
- the Disappearing Indicator
- the Adjustable Paper Fingers
- the Scientific Condensed Keyboard

### Service Possibilities

The Oliver Typewriter turns out more work—of better quality and greater variety—than any other writing machine. Simplicity, strength, ease of operation and visibility are the corner stones of its towering supremacy in

- Correspondence
- Card Index Work
- Tabulated Reports
- Follow-up Systems
- Manifolding Service
- Addressing Envelopes
- Working on Ruled Forms
- Cutting Mimeograph Stencils

Can you spend 17 Cents a Day to better advantage than in the purchase of this wonderful machine?

Write for Special Easy Payment Proposition or see the nearest Oliver Agent.

**The Oliver Typewriter Co.,** The Oliver Typewriter Building **Chicago, Ills.**

Say—"I Saw It in The Business Philosopher"

# Special Gift Editions

We have just received especially for the holiday trade 1000 each of the following described great books by James Allen. They are printed on special made paper and are bound in brown cloth with tan backs. We are offering these books at the same price as the old edition and on orders received before December 25 we will allow a discount of 10%.

Rush your orders to us without delay in order to secure copies of these great books. They are going like hot cakes, so show the positive of Promptness if you wish to secure copies.

## As A Man Thinketh

By JAMES ALLEN

Said by some to one of the most powerful books on **Self-Building and Thought-Mastery** ever published. Note the contents: **Thought and Character. Effect of Thought on Circumstances. Effect of Thought on Health and the Body. Thought and Purpose. The Thought Factor and Achievement. Visions and Ideals. Serenity.**

We say it reverently, this little book is worthy of Emerson. It is a prose poem, yet it is for the constant, everyday use of men and women who toil with head and hands, and love with hearts, in the midst of stress and burden-bearing. Here the author makes beautifully clear the power of thought, and throws a light on the way to its right application. Of it, he says, in his foreword: "This little volume (the result of meditation and experience) . . . is suggestive rather than explanatory, its object being to stimulate men and women to the discovery that 'They themselves are makers of them-selves' by virtue of the thoughts which they choose and encourage."

For those who love the brethren—that is everybody—and for those who desire to increase the happiness, good-will and producing power of their fellow-craftsmen, this is an unexcelled book for distribution.

"A noble and Godlike character is not a thing of favor or chance, but is the natural result of continuous effort in right thinking."—James Allen.

Price, Cloth, 50 cents. Paper, 15 cents.

## Through the Gate of Good or Christ and Conduct

By JAMES ALLEN

This book is an interpretation of the mission and teaching of Jesus in the light of self-perfection by noble moral conduct based upon the truth that spiritual enlightenment and the practice of virtue are identical. An illuminating commentary on present day trends of thought vital and valuable. In it Mr. Allen deals with the Gate and the Way, The Law and the Prophets, The Yoke and the Burden, The Word and the Door, The Vine and the Branches, and Salvation this Day—here and now. A companionable book.

Price, Cloth, 50 cents. Paper, 15 cents.

## Out From the Heart

A Sequel to *As A Man Thinketh*

By JAMES ALLEN

"Make pure thy heart, and thou wilt make thy life Rich, sweet, and beautiful, unmarred by strife; Guard well thy mind, and noble, strong, and free Nothing shall harm, disturb or conquer thee; For all thy foes are in thy heart and mind, There also thy salvation thou wilt find."

Thus writes the author on the title page of this simple and heart searching little book. These words breathe the optimistic tone of the pages that follow. And through the truths presented, thousands have received the inspiration at the first steps in enlightenment and freedom. The author has not only given the inspiration, but shown the way. The directions on the formation of habit are invaluable.

You may search, but you will not find better books to give your children, your pupils, your business associates, and those who, in subordinate positions, are co-operating with you to make your business a success, than "As a Man Thinketh," and

its sequel, "Out From the Heart."

Price, Cloth, 50 cents. Paper, 15 cents.

## Morning and Evening Thoughts

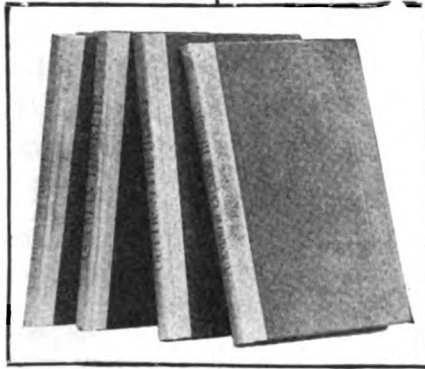
Being some of the choicest meditations of James Allen, lovingly gathered from his writings and compiled by Lily L. Allen and others.

Of these thoughts, the compiler says:

"Knowing, as I do, the writer as no one else knows him; seeing him, as I have, for many years under all circumstances—in hours of work and leisure, in the days of joy and sorrow, in the sunshine and in the cloud—I know that these writings are not the words of an idle brain, nor are they gathered from other writings, nor picked up here and there, but they are the deep experiences of his heart, and were first lived and then written."

There are several choice selections, both prose and poetry, for each day of the month. A book to be carried next the heart. A book that wins the heart. This book should be a companion to every one wishing to develop his earning powers.

Price, Cloth, 50 cents. Paper, 15 cents.



SHELDON UNIVERSITY PRESS, LIBERTYVILLE, ILL.

# The Moral Evil

*By Wm. Ellery Channing*

**W**HAT distinguishes war is, not that man is slain, but that he is slain spoiled, crushed by the cruelty, the injustice, the treachery, the murderous hand of man. The evil is moral evil. War is the concentration of all human crimes. Here is its distinguishing, accursed brand. Under its standard gather violence, malignity, rage, fraud, perfidy, rapacity and lust. If it only slew men, it would do little. It turns man into a beast of prey. Here is the evil of war, that man, made to be the brother, becomes the deadly foe of his kind; that man, whose duty it is to mitigate suffering, makes the infliction of suffering his study and end; that man, whose office it is to avert and heal the wounds which come from nature's powers; makes researches into nature's laws, and arms himself with her most awful forces, that he may become the destroyer of his race. Nor is this all. There is also found in war a cold-hearted indifference to human miseries and wrongs, perhaps more shocking than the bad passions it calls forth. To my mind, this contempt of human nature is singularly offensive. To hate, expresses something like respect. But in war, man treats his brother as nothing worth; sweeps away human multitudes as insects; tramples them down as grass; mocks at the rights, and does not deign a thought to their woes.

# The Business Philosopher

A. F. SHELDON, Editor

Vol. VI

FEBRUARY, 1910

No. 2

## By the Fireplace *Where We Talk Things Over*

FOR the last few months, we have been talking over some of the practical problems and fundamental principles of business science.

Now let us make this fireside circle a kind of cosmic mountain-peak, from which we shall take a birdseye view of business. Not that we shall be able, in this brief talk, to cover the entire subject, but that we may see it from high enough ground to get perspective on a few points.

First of all, I wonder whether you have realized how great is the field that is included in the word business.

Of course we know that, in the broadest sense of the term, the whole race is in business. The law of compensation is always at work, and everyone who gets food, raiment, shelter, and other things must pay a price of some kind.

For instance, the robber and the thief give up their feeling of safety among their fellows and oftentimes their liberty, or even their lives. The beggar gives up his self-respect and the respect and honor of others. The remittance man either gives up the joy of self-expression or renders some otherwise unrewarded service to society.

But I wish to consider business in the sense in which you and I commonly use it, and make it include only

those who produce and distribute goods for profit.

Every man, woman and child that does anything to aid in taking products from the soil, the mine, the forest, the sea, the air, or men's minds, for the use of man; every person engaged in any way in carrying those products hither and thither; everyone who buys or sells the products, or collects and pays out money for them, is in business.

And all the rest of mankind is dependent upon these business people for life itself and most of the means for its enjoyment.

So great then, is the field of business that every human being is either actually engaged in it, or dependent upon those who are.

Bear that truth in mind as we go on.

But business is great, not only in the number of people engaged in it, but in its essential character and its achievements.

So important are these two considerations that I shall discuss each of them by itself.

\* \* \*

WHAT, then, is the essential character of business?

We have had various answers.

In times past—and to some extent in some countries and among certain

classes today—business is looked upon as a degrading occupation, fit only for the ignorant, the coarse, and the dishonest.

Then there is a class of people that look upon business as "secular," that is, of a totally different character from the things they hold "sacred," and therefore not subject to the same laws. Such people justify shady practices and sharp tricks in business by saying, "Business is business." What they mean is that business is a game whose rules permit anything that yields enough money to hire lawyers to keep them out of jail and still have some left.

Still another answer as to the character of business comes from a large class of people who blame it for all the abuses and wrongs of society, political and social. Muck-rakers have made free use of the terms "The System," "The Interests," and "Big Business," as the source of the evils they have pictured.

Now there is something of truth in every one of these answers, and yet not one of them is the right answer, as I shall show you.

It is true that, to a large extent, in the past, business was the occupation of those who were ignorant, coarse, and dishonest. But that was largely the fault of those who despised those "in trade" even while they were fed, clothed, and sheltered by these same "lower classes."

The classes refused education to the masses, and then abused them for being ignorant; they forced them into sordid environment, and then ridiculed them for being coarse; they permitted them no moral training, and then cursed them for being dishonest. And, if the truth must be told, I am afraid that there are many who belong

to the classes who set the example in crooked practices.

It is true that business has been conducted according to "secular" rules; that *caveat emptor*, "let the buyer beware," is still a maxim in law; that many otherwise good and pious men still adhere to

"The ancient rule, the bad old plan,  
That he may take who has the power,  
And he may keep who can;"

that the law is used simply as a tool to enable men to rob and pillage. But that is largely the fault of the folks who have been administering "sacred" things. They have pushed business into the "outer darkness" of "the things of this world," they have winked at all the crooked ways of the business man for the sake of his dollar in the collection plate. Not all of them, understand, but the majority.

It is true, also, the "The System," "The Interests," and "Big Business" have corrupted legislators, executives, and the judiciary; it is true that commercial and political wrong-doing has complicated and aggravated the social problem. But this again is the fault of the very good people who deplore it. The government is what the people make it, and too many otherwise honest people make it corrupt by lazily leaving it in the hands of those who make politics a profession for revenue only.

So none of these answers is the right one.

What then is the essential character of business?

I may startle you when I say that, fundamentally, business is a sacred, a holy thing.

But I mean what I say.

It is true, as I have just said, that business has been done in anything



but a holy or sacred way; but I hope I shock no reverent soul when I say that there has been no little meanness, at times, in the performance of "holy offices."

And so that proves nothing either way.

But, before we get into a wrangle over this, let me tell you what I understand by the words "sacred" and "holy."

A sacred thing, a sacred book, day, building, rite, song, or bit of furniture, is one that serves in a high and efficient way, in the evolution of the race toward perfection of expression and happiness.

When the sacred thing ceases to serve the people, it loses its sanctity and, eventually, is thrown into the scrap-pile.

A holy man is one who gives a "whole" body, mind and spirit to the service of the race.

The very essence of holiness is service. He is holiest who serves best.

Now we have been learning that service is the very essence of business, too.

We have seen that the science of business is the science of service; that he profits most who serves best.

If it is a holy, sacred thing to inspire, uplift, and guide the spiritual nature of man is it any less holy to feed, clothe, shelter and cultivate his physical nature, without which the spiritual could not exist on the earth?

And this is the first, the direct achievement of business—to care for the physical needs and environment of the race. Of the second, the indirect achievements of business, I will have something to say a little further on in this talk.

But, before I leave this phase of the subject, let me remind you of the services of the business world to that which deals in the so-called sacred things of life.

It is business that supplies the means for the spread of truth—books, periodicals, transportation, churches, schools, roads, railways, steamships, telegraphs, and civic protection. Business feeds, clothes, and shelters the preachers, evangelists, teachers and workers. Business lights the evening study-lamp, provides music and pictures and warms the churches, chapels, missions and schools.

More important, if possible, business provides that greatest of all uplifting influences and character-builders, work.

Finally, business is finding itself—is learning its true nobility.

Whereas formerly, "get money, honestly if possible, but get it," was the rule, the world of trade is now waking up to the fact that he who wants the warmth of money must first build the fire of service.

Preaching and teaching unselfishness, hope, faith, earnestness, honesty, justice, courage, kindness and loyalty from an ethical and future-life point of view, holy men have served a few out of the great mass of mankind. I honor them for what they have done and are doing. The world can never pay its debt to them.

But, by proving that all these things pay, in dollars and cents, business is serving the millions. True, there is still much to be done in getting the units in the business world to see this truth—and to live it—but we have been forging ahead—have progressed further than you, perhaps, think.

Business is now recognized as an honorable calling—a profession. Its

great men are the great men of the world, received everywhere by the highest and best. More and more is business insisting upon the education of those who take part in it. Business is learning to eliminate waste, conserve resources, develop possibilities, open new lands and demand good government.

In a word, business is showing its essential character—that of one of the greatest, holiest servants of the race.

\* \* \*

**B**UT I said that I should have something to say about the achievements of business.

Of these, there are two kinds, the direct and the indirect.

Of the direct, I have already written something.

It is nothing less than the feeding, clothing, sheltering and furnishing of the means of physical, mental and spiritual growth to the whole race.

Practically all of that mighty force in evolution that goes by the name of environment is the achievement of business. In other words, business has given us the material side of modern civilization, and made possible the mental and moral.

The indirect achievements are many, I shall not have time to tell you about them all. By way of example, let me call your attention to a few in the nature of reform.

The one tape-line business uses to measure things with is profit.

The eternal question is, "does it pay?"

And when business learns that a thing doesn't pay, that thing has to get off the earth. True, business has often been slow to learn and slow to act, but the thing has finally been done.

Take a few instances.

One of the earliest of all business institutions was that of human slavery. It was unethical—it was not right conduct toward others. But it was sanctioned, protected, and fostered by church, state and commerce.

Then clear-eyed men arose and remarked that slavery was wrong.

The church reviled them and cast them out.

The state suppressed and even hanged them.

Business laughed at them and went on buying, selling and working slaves.

The reformers insisted, and were mobbed and burned, measures that were uncomfortable for the reformers and vented the feelings of the folks who didn't want to be reformed, but did not allay the agitation.

Then business asked itself the question, "does it pay?"

The ledger answered No.

And that was the beginning of the end of slavery.

The feudal system likewise perished because business, finding that it did not pay, put the kibosh on it.

Reformers, agitators, philanthropists and idealists have been pleading for years for clean, light, well-ventilated factories, with proper sanitation; for more healthful and pleasant home surroundings, amusements, play-grounds, night-schools, and other benefits for the workers. The reformers had their place, they did their work, but there was very little actually accomplished until business woke up to the fact that "welfare work" paid in dollars and cents. And then there was something occurring.

It is still a mooted question whether the prohibition movement is a benefit to the race or not. There are many excellent and thoroughly conscientious

authorities on both sides of the question. I am not here taking sides in that controversy. But I do point out the fact that prohibition was nearly everywhere and always a lost cause until business said, "The liquor traffic hurts legitimate trade; therefore, away with it."

The replacing of education for show by education for efficiency is another of the great reforms that business is achieving. With that alone accomplished, business might well be forgiven all its shortcomings.

And now, business is learning that political graft and corruption, capitalistic greed and tyranny, labor union unreasonableness and reckless sacrifice of lives and property in railroad wrecks, mine disasters and many other abuses do not pay.

"Is learning," I said, not "has learned." But it is learning fast. Already the light breaks through the darkness in a thousand different places. Learn to read the signs of the times, and you will see these things coming.

Is there anything else in the civilization of today that is wrong, that is hurtful, that retards and hinders the growth of the race in intelligence toward wisdom; in consciousness to the cosmic or universal sense; in efficiency to mastership?

Rest assured that, in time, business will find out that it doesn't pay, and then it will be all day with that thing or those things.

Because, you see, business includes pretty nearly all the people there are, business controls all the money and all the means of production and distribution—the reins of power are in its hands, and whatever business says goes.

That is almost self-evident,

Furthermore, business is fast waking up to the fact that the science of business is the science of service; that he profits most who serves best. In other words, the thing that serves the race best is that which pays best, and business has no time for anything that does not pay.

To reform the world, therefore, reform business.

And to reform business, show it that the right way is always the way that pays.

\* \* \*

AND now, what have we seen from our cosmic mountain-peak?

First we saw the billion and a half of people now living on this planet, and found that all of them were either in business or dependent upon business for the means of existence.

Looking more closely, we saw that, notwithstanding many faults, failures, and shortcomings, business is a sacred calling, because it renders the race high service—service being always the measure of holiness.

Then we saw that business had given us all the material things of our Twentieth Century civilization and furnished the sinews of war and the open door for the mental and spiritual side.

Last of all we saw business indirectly bringing about all the reforms that have occurred in the evolution of the race. And with prophetic vision, we looked into the future and saw still more reforms to come, all based upon the principle of profit through service.

And what is the practical value of it all to us?

Let us take up what we have seen, a point at a time.

First of all, the all-inclusiveness of business.

Are you in business?

Then realize the greatness of the brotherhood to which you belong, and the interdependence of the units that make it up.

Are you an employer? Your employes are also in business, not only with you, but for themselves. They have a service to render and profits to make. Their interests are your interests. They are, in a sense, your patrons as well as your employes. They buy your money with their time, their skill, their knowledge, their strength.

Do you take pains to *sell* them—to make them permanent and profitable patrons? Do you help them to increase the value of their services and therefore their profits and yours?

Are you an employee? Your employer is your patron. He buys your services with his money. Do you build business with him by doing your best to make him a permanent and profitable patron? Do you realize that his patrons are also your patrons, and that you profit most when you serve them best?

Are you a professional man, an artist, or a writer? Then you too are in business. You have something to sell and a profit to make. It does not pay you to despise business. In fact, you limit your power of self-expression, the highest development of your profession, your art, or your genius unless you learn and apply to your work the basic principles of business.

Next, let us hold always in mind the high calling which we have chosen. Then we shall take pride in our work, as in a profession. Then we shall

study the science that underlies business, and perfect ourselves in the art of our particular branch of it. Then shall we blush to prostitute our calling to ignoble ends. Then shall there be ethics in trade, as far as we are concerned, and we shall have done something toward hastening the growth of the race to wisdom, efficiency and mastership.

Coming now to the direct achievements of business, let me point out to you that the business that has paid best, in the long run, has been that which contributed most toward the welfare of the race. True, great fortunes have been made in things whose real value has been little, nothing, or less than nothing. But such business has not endured—cannot endure. There are some lines of business being carried on today, with great profit, it must be admitted, whose real usefulness is nothing. But such enterprises carry their fire and brimstone with them, and will one day be consumed by it.

How do I know?

First, because of the great law of nature which eliminates the unfit, purges out the useless. It has never been repealed.

Second, I judge the future by the past. The pathway of the race is strewn with the wrecks of business institutions—of whole “industries”—that either did not serve or served a hurtful desire of the people.

Choose well your business, therefore. Be sure that it is an honest trade that will help the world upward.

Then, if you conduct it properly, you will profit greatly.

And about the indirect achievements of business?

Well, gentlemen, it's up to us,

If the race is ever to attain wisdom, cosmic consciousness, and mastership, we business men shall have to bring it about.

I believe that the advocates of the platform and the press have their place, play their part in the upward movement of evolution, are probably indispensable. But when the thing is to be done—then it's the business man's job. That means you and me.

And so, let us ask each other, let us ask the other fellows, "does it pay?"

How about your own business?

Line up your business methods and practices. Look at each squarely and ask, "does it pay? In the long, long run, does it pay?"

Be a general and look a year ahead—does it pay?

Then be a genius and look ahead a whole life-time—does it pay?

Then, if you can, be a seer and look forward to future generations—does it pay?

If you can honestly answer all these by a ringing Yes, then you may be sure that the thing is right—and profitable.

\* \* \*

**I**N closing I want to tell you what I believe is the greatest leavening power today in all the great business world.

Yes, Thomas, you guessed right—it is EDUCATION.

And by education I mean the education, the drawing out and development, by nourishment and use, of the positive qualities of the four-fold man: intellect, feelings, body and will.

It isn't enough to tell people what to do.

We must tell them how to do it. And that is not enough.

We must show them how to develop the power to do it.

And then we must train and drill them in doing it.

Look again at the birdseye view of business.

Picture to yourself every one of the millions working there with strongly developed Ability—an educated intellect; with positively developed Reliability—educated feelings; with trained powers of Endurance—an educated body; and with powerfully developed Action—an educated will.

Can you think of any business, social, or ethical problems that condition would not solve?

Can you think of any needful reform that would not then be accomplished?

Would not the race then be at that point of intelligence which is practical wisdom, at that breadth of consciousness which is cosmic or universal, at that degree of efficiency which is mastership?

These are practical questions.

They affect you and me. They affect your business and mine. They involve our happiness and that of our children, our children's children, and the other fellow's children.

Let us then take counsel of hope and courage.

Let us be strong in faith and earnestness.

Let us be up and doing—now—today.

Though our heads be among the stars, let us keep our feet solidly upon the earth—let us be practical.

Let us see, first of all, that we are ourselves being truly educated. Then let us do our part in the education of the other fellow.

I may be speaking, through these pages, to an employer. What can you do toward the education of those who are helping to make your business a success?

Perhaps you are also a voter.

What can you do toward bringing about education for efficiency in the public schools of which you are one of the managers?

You may be a father or a mother.

Are your sons and daughters getting the right kind of education?

As I have said, gentlemen, it's up to us.

\* \* \*

A GOOD man said to me the other day, "I watched with interest for an account of the Summer School in THE BUSINESS PHILOSOPHER. I thought that you would surely tell us about it in the August or September number. Not seeing much about it, I imagined that it was not a success."

My answer was this:

"Magazine work requires advance preparation. Unlike a daily or weekly, we have to get things ready some time ahead. By the time an account of what actually happened at the Summer School could have appeared, it would have been

a little in the nature of ancient history to those who were there, and not of immediate interest to those who were not.

"Besides," I said unto the man, "I thought all good AREA men knew, without our saying so, that it would be, had been, and will be a success."

Live ones came from as far west as Denver, as far east as Baltimore, as far south as Texas, and as far north as Canada.

And we had a *great* time!

Everybody said that we might bill him and as many of his friends as he could induce to come, and for the next fifty years.

I want you to begin now to plan to be with us at the Summer School of 1910. It will soon be here now.

Read the two-page announcement in this issue. Read the fourth and fifth pages in the advertising section and then do it right, right now, by deciding today that you will be with us.

I never asked anyone to do anything with a greater feeling of certainty that I am advising wisely and well, than when I say this to you.

Decide now to be with us and make your plans for next summer's vacation accordingly. Sincerely,

A. F. SHELDON.

---

¶ Let us make the most of life by living in the ideal as much as we can. Nothing is commonplace but our thinking makes it so. This is the Golden Age, if we will it to be: it costs no more—and makes life pleasanter. There are fair ladies to rescue today—out of sweatshops and from gilded halls of smugery. There are wrongs to right, and mighty battles for justice to win. The call for heroes is urgent; there is a great Dragon of Special Privilege to slay, and the lost Grail of Human Brotherhood needs brave knights to find it.

# The School That Teaches Boys How to Live

BY THOMAS DREIER

To run, to jump, to swim, to skate, to sit in the shade of trees by flowing water, to watch reapers at their work, to look on orchards blossoming, to dream in the silence that lies amid the hills, to feel the solemn loneliness of deep woods, to follow cattle as they crop the sweet-scented clover, to learn to know, as one knows a mother's face, every change that comes over the face of the heavens from the dewy freshness of early dawn to the restful calm of evening, from the overpowering mystery of starlit sky to the tender human look with which the moon smiles upon the earth—all this is education of a higher and more real kind than it is possible to receive within the walls of a school; and lacking this, nothing shall have power to develop the faculties of the soul in symmetry and completeness.

J. L. SPAULDING.

**I**T was Friedrich Froebel who noted for the benefit of our educational system that there is in every child a feeling that "urges a child on to wish to help its father (and still more its mother, who more fully enters into this wish) whenever circumstances allow."

The great child-educator and the founder of our kindergarten system goes on to say that "the good results of all true education depend on the careful notice, fostering, development, strengthening, and cultivation of this feeling on the part of the child that he is a whole, and yet also a part of all life; and on the avoidance of every violation, clouding, disturbance of it."

He also says that the fostering of this feeling to be of service is the germinating point of the education of the child.

Down in La Porte, which is in Indiana and on the Lake Shore railroad, is to be found the Interlaken School. At its head is Dr. E. A. Rumely, a physician who is so far in advance of his time that he sees that the world is no longer in need of the old line doctors whose specialty is to cure folks of their ills and ailments but is in need of more preventive physicians.

And it came to him, also, that the time to prevent old folks from annexing a generous supply of habits which result in sickness is to take those old folks when they are young and teach them how to live correctly—in harmony with natural law.

That is how we have the Interlaken School, which is an institution that teaches boys how to live. After a while,—if some-

one else doesn't see it first—Dr. Rumely will build another school in which girls will be taught how to live.

## Training the Leaders

"The Interlaken School is a boarding school intended for boys between the ages of nine and eighteen," says Dr. Rumely. "Its purpose is to train boys in worthy and self-reliant character; to make them sound and vigorous of body and soul, practical and skilful in work, able to think clearly and express themselves cogently; to develop in them truth, helpfulness, courage of will—in short, to train the sons of the directing classes of our civilization to become fit leaders of men in this industrial Republic."

You will note by that statement that this school is not intended primarily for boys who are likely to be followers, but, in the words of the president himself, "the sons of the directing classes of our civilization."

In other words here is a school that aims to develop young men who will one day take their places as leaders in the great industrial movement which is now in its infancy. This school aims to play an important part in training young men who will have to a marked degree the qualities of initiative, courage, self-reliance—men who will dare to do great things, who will not bow before precedent, who will aim always to do the thing in the right way and who will have the power of leadership so that they may direct the work of others for the benefit of the age.

The Interlaken School is a natural school.



By that I mean: Every effort is made to simplify life and to train the pupils in a spontaneous, natural, sunshiny, comrade-like manner. In Interlaken there are no teachers whose specialty is the wearing of Big Frowns.

#### **The New School Movement in Europe**

And this school is no experiment. Similar schools have existed and have been tested by the years in Germany, England, Switzerland, Sweden, Poland and France. The first was founded in England by Dr. Cecil Reddie. So successful was it that educators in Germany, always keen on the scent of everything promising more efficient education, adapted the system to a German private school. For a second time the system spelled success.

In Europe this movement of which these schools are the manifestation is called "The New School Movement." Jean Jacques Rousseau, smarting from the educational crimes of his time, was one of those who helped form the ideas which have materialized in these schools. And John Bosco, who amidst the jeers and the laughter of the mob established a home for little street waifs and found this home but the seed of a great system of schools and hospitals, was another who desired pupils trained for the doing of the practical things of life.

"Keener and keener grows the need of a school that will prepare our boys for the practical things of life," says the founder of this American representative of the New School Movement. "With the best possible mental training, we demand concentration and effectiveness of work, the power of 'hanging on,' the will to overcome difficulties, eagerness and pleasure in labor."

"The schools we have had—and still have in too many places—gave but a one-sided mental development. They have not given us the triune man—the man whose head, hand and heart have been trained—the man who has a strong body trained to do in a masterly manner the work it is directed to do by a well developed mind.

"Such schooling is needed above all for city boys. These youngsters never receive the life they need working in the earth in the open air. The trouble with our life is lack of balance. The city boy gets too little physical work and too much cramming

of book-knowledge, while the country boy gets too much physical work and fails to get the proper mental training. Here at Interlaken we aim to develop the pupil as Froebel imagined pupils would some day be developed—naturally and simply."

"We first of all aim to build up men of strong physique. Few men realize how much muscle means to the brain. Fully 98 per cent of our life is guided by muscular sensation. Our buoyancy and depression, the under-current of our consciousness, our growth, all depend upon it. The baby depends upon it almost wholly during a long period of its early life."

#### **They Study the Real Thing**

These teachers at La Porte are epoch-culturists. That is, they believe the child in his development passes through the ages through which the race has come. Each child must go through in epitome the history of the race. Thus they act out as far as possible their history lessons. They march as soldiers and they wander like the lost tribes over the plains and the low-lying hills. They dig in the ground and they build outlooks in the tree-tops to look far into the country of the enemy. During the summer they take Pikes-Peak-or-Bust trips in wagons, cooking their meals by the side of some stream and rolling up in blankets on the ground at night.

In this school there are no mollycoddles. Somehow or other the teachers refuse to be impressed at the statement of a boy that his father is a millionaire. And there are millionaire's children there, too. The school is a true democracy. Even the teachers themselves are comrades. There is none of this here-comes-teacher-let-us-run spirit. The teachers trust the boys to be on the square. And what can a boy do but be on the square when his friends expect it of him?

It is taught in this Indiana school that the great men of the world, from Alexander down to James J. Hill, were men who worked hard in the open air in the early years and never got broken of the habit. The old industrial life of the settlements and the farms buried deep in the country is gone forever. We now live under new conditions. In our period of adjustment many mistakes have been and will continue to be made. But the mistakes of the future

can be reduced by rightly training the children of today.

#### Tools Ancient and Modern

Boys have a curious way of growing up and taking into their hands the leadership in the affairs of the world. A boy who has been given bad training during the formative period cannot be blamed if he fails to become a truly efficient workman. Dr. Rumely and his associates realize this and in their little community they develop the pupils by practical use of the tools that were used by their forefathers. This develops bodily strength, symmetry and beauty as well as trains the mind. But mingled with this primitive work is the instruction given in the affairs of the world as it is today. And, I am told, the boys are encouraged, young as they are, to look into the future and in imagination see what is in store for those who become efficient. They read the magazines and the newspapers, and they are not permitted to forget in their study of forgotten lore that the responsibilities and opportunities of American life are forever present.

Successful men of affairs come to the school and tell of the work they are doing. Oftentimes fathers of some of the boys—men who have achieved success—come and spend several days as companions of the lads, giving them the inspiration of association with persons radiating success.

"In addition to all this, the older boys make frequent excursions to neighboring factories and mills," said one of the teachers to me. "For this we are favorably situated as there are in the district various industries operating with wood, metal, and fibres as their raw material. Many factory owners have taken a deep interest in the school and in hearty co-operation receive our pupils in their plants.

"Noteworthy industrial feats like the damming of a river, the building of a city like Gary, the sinking of deep tubular wells, the building of a railroad attract us on free days.

"The effect of these visits does not stop short with astonishment at the novelty of the sights. The interest of the teacher in causes and purposes leads the pupils to seek for deeper insight. We endeavor to lead the pupils up the rungs of the intellectual ladder until they are able to perceive principles.

"A visit to a foundry to see all the stages of the melting process, from the lining of the ladles with clay to the dumping and rattling of the finished castings, is an experience that is employed as illustrative and stimulating material in the classes of physics, chemistry, history and geography. The discussion of the underlying laws knits the fragmentary information together in an organic whole in the mind of the pupil."

#### A Ten-Year-Old Kipling

Dr. Rumely recited, as we tramped down town from the school, the little story written by a ten-year old lad who had visited the new city of the United States Steel Corporation, Gary. He had been told to write about his experience. Instead of telling of the great structures, the fierce fires, the grimy workmen, the monster unloading docks, he wrote the following essay. When Dr. Rumely recited it I exclaimed, "Why, that is poetry." And when I read it to the high-brows that infest this office they scarcely waited for the final period before they exclaimed, "That, that is literature." Well, here it is:

First, I was brown earth buried in a mountain near Lake Superior. Then men came in great boats and called me iron ore and dug me out, and sailed away with me over the blue waves to Gary. With big shovels on wire ropes they hurried and lifted me out of the boat and dumped me in a pile on the land. They put me into towers with coke, and a hot fire changed me and melted me into iron and I flowed like water. They cast me into red-hot blocks five feet long and two feet thick, and then rolled me between iron rollers, until I got thinner and thinner. At last I was long and thin like a rail, and then they cut me into seven pieces, and ran trains over me.

#### Learning to Coax the Soil

One hundred and twenty acres of fertile soil serve as the class room for the study of growing crops. The instruction here is not by proxy. The boys work in the soil. They are led to look upon this work as play and the instruction is woven in in the most natural manner. This is only carrying out the idea of Froebel. That great teacher believed that love opens the portals of knowledge. Therefore the boys at Interlaken are led to love the hard work in the soil. This is easily accomplished when the teachers themselves love it. I do not believe that the pupils of that smiling, energetic, likeable man, John Foster Carr, ever lose interest in the work he directs.

Rumely Hall is a fine new structure, recently erected, that serves as a shop in which is done work in wood, metal, modeling, book-making, printing and in a variety of the arts and crafts. How well some of this work is done may be judged from the statement that Marshall Field & Company disposes of the products. Many of the lads earn their spending money in this way. To show how the boys have the work-spirit I must tell you that as I stood at the foot of the stairway in the central building, a tousled-headed youngster came rushing down the stairs and asked Dr. Rumely a question.

"That boy is the son of —," and here Dr. Rumely gave me the name of a multi-millionaire, "and he wanted a job on the farm."

"Speaking of the farm," Dr. Rumely continued, "I must tell you that our cows supply us with fresh milk, butter and cheese. Flocks of chickens, ducks and turkeys furnish eggs and meat for the table, as well as opportunity for the study and nurture of bird life. A boy may keep a saddle horse—if he will take entire care of it—have pet animals, raise fancy birds, cultivate a garden plot, or start a bee colony of his own. It is our practice not to urge such work on pupils, but wait for their initiative, then, however, to give them encouragement and assistance."

"The observation and care of plant and animal life in the garden and barnyard help to supply the boys' mind with material for mental development. We believe that the prevailing division of labor by which some work long hours with their muscles, and others work from morning to night with their brains, must make way for a happier and more evenly balanced life."

Generally it is the ambition of those who start a private school to secure as many pupils as possible. It is reasoned that the more boys the more money will be secured. And the more money secured the more imposing the buildings may be made.

At the Interlaken School they have no such ambition. The interest of the teachers is in producing men and not fine buildings. The number of pupils is limited to seventy-five. And for these seventy-five pupils, twelve teachers have been secured. Think of the difference between this school and the country school where one weak little teacher tries to worry through the day with

from thirty to sixty pupils of all ages and sizes!

### Some of the Teachers

Now you want to know something of the training these teachers have received?

At the great risk of offending folks who still hold to the antiquated idea that a teacher must be a man unacquainted with business I am compelled to say that Dr. Edward A. Rumely, president and founder of the Interlaken School at La Porte, which is in Indiana and on the Lake Shore railroad, is secretary and treasurer of the M. Rumely Company, manufacturers of threshing machinery, engines and other very practical and noisy commercial things. How big this concern is may be understood when I say a half-million dollar addition to the factory is just about completed.

In addition to being a practical, successful business man, Dr. Rumely is a physician and a teacher. He spent one year at the University of Oxford, one year at the University of Heidelberg (where he learned to sing Old Heidelberg in true German fashion) and four years at the University of Freiburg, where he earned the M. D. degree. For two years he worked in the New School movement in Germany, Switzerland and England. He became a physician and practised for a time because he believes that a true teacher should have a working knowledge of the bodies of pupils.

Another radiant personality at Interlaken is John Foster Carr. He was a personal friend of Walter Pater, that master of words "that burn with a gem-like flame," was a student of Brasenose College, Oxford, and is known as a journalist and traveler. He is Senior Head Master of the school and has charge of the department of English. He is cheerful and jolly and acts toward the pupils more as a comrade than a teacher. Perhaps that is why he is so successful as a teacher. I used to think a spelling class about the dullest thing next to after-dinner speeches. But I've changed my mind since I attended his spelling bee at La Porte.

The head of the department of art is John Ward Stimson, formerly director of art education in the New York Metropolitan Museum of Art. He was founder of the Artist-Artisan Institute of New York City, the Art and Science Institute of Trenton, N. J., and has earned for himself the right

of leadership among those who do Quality Work.

That will help you estimate the value of the entire force.

#### Boys Put Up School Building

For nearly three years I was in more or less intimate touch with the work being done in the great Stout Institute at Menomonie, Wisconsin. This school won the first prize for its manual training exhibit at the St. Louis exposition. I thought at the time that in Menomonie educators would find the last word in practical education, but after visiting Interlaken I cannot help but believe that Edward A. Rumely and his associates have approached more closely to what the Ideal School of tomorrow will be.

In Menomonie when they want new equipment or a new building they secure some more money from Senator Stout and buy what they need. At Interlaken when they want a new building they do what Booker T. Washington did at Tuskegee—they go and build one themselves. They make their own furniture, make repairs on their buildings, fit up their own workshops, design their own decorative effects, frame their own pictures, take care of their own animals, look after their own rooms—well, don't you see that here the boys learn by doing. And folks tell me that the best way to learn is to do.

In keeping with this, Dr. Rumely does not ask the applicant for a position how much book-knowledge he has crammed into his head. He asks: "What do you know of everyday life?" He seeks men who have been in contact with the world. He isn't looking for any saints, nor does he hold with those who say that he is best who knows nothing of evil. Dr. Rumely wants teachers who know life and who, in addition, know how to impart their knowledge to pupils so as to save them from getting bumped by straying from the golden-rule macadamized roadway in the workaday world.

#### Branch School in Europe

These Interlaken folks believe in the present and future greatness of America. But they are not blinded by that foolishness

which formerly used to masquerade in even intelligent minds under the name of patriotism. They know that foreign countries can teach America much that is worth knowing. The great industrial leaders of today are not confined to America in their operations. The leaders of tomorrow will ask for even more territory. Markets will have to be opened everywhere for American products. Necessary indeed is it that the embryo leaders have an intimate knowledge of Europe.

Thus it is that the little village of Dettighofen in the Black Forest of Germany has been chosen as the site of the Interlaken branch school. The plan is to take an entire class to this branch for one year. Here they will learn German and other foreign languages from native teachers. They will be taken on trips to France, Italy and other countries. In this way they will learn the history and will study the industries and needs of these nations and they will be encouraged to think how America might serve the people. They will also learn how these foreign folks surpass us in many things. This teaching will bring closer that day dreamed of by Tennyson when

"The war drum throbs no longer and the battle flags are furled,  
In the Parliament of Man, the Federation of the World."

The Interlaken School is not a perfect school. This is due to three causes. The teachers are not perfect men and women and they are dealing with children that do not grade one-hundred per cent, in an imperfect world. But this school has stumbled farther into the light in many ways than have our public schools and it is doing a work today which it and other private schools will force the public schools to take up tomorrow.

Perhaps the Interlaken School will find itself going down in history as the sprouting seed of the Ideal School—the school which will have no "commencement exercises," and which will be a combination of the present day school and the present day commercial institution and the improvements which will come when the dreams of the educational dreamers of today materialize.

# The Man With a Fixed Idea

BY HERBERT KAUFMAN

Make your chart before you start—choose your destination before you buy your ticket. Don't wait until you reach the end of your journey and then decide where you're going. Many a man has dried up in a little way-side opportunity, merely because he lacked the courage to acknowledge to himself that his judgment had landed him in the wrong spot.

You can't tell what you're best fitted to do until you've fought for a few things fit for the fighting. Rifles accidentally hit bull's-eyes now and then, but every championship record is the result of practice and a good, steady aim.

C. Columbus did finally stumble onto America after much aimless wandering, but don't forget that a great many of his predecessors went down in the Atlantic gales because they set sail without a definite port before them.

The builder who hasn't decided how high he will run his walls before he digs his foundation takes too much of a chance—he's apt to make his foundation entirely too weak to support the "afterwork."

Don't rely on accident to start you—accident doesn't run on schedule and hasn't a habit of happening in the same spot twice. **THE FIXED IDEA** is the motive power that has driven most men to attainment—more plodders than geniuses have reached eminence. Persistence and doggedness oftenest bring results. Hard work is the common coin in the realm of Success.

The musician who aspires to become a maestro, must look down to years of practice before he can look up to the hour of acclaim, and once he has received recognition he must keep practicing just as hard to hold it. The gift of music and the love of harmony are only half—it's "the fixed idea" which keeps his fingers on the keys, for hours every day, that brings him to his goal.

You must make sure of what you want to do—you must feel sure that you have the courage as well as the temperament to do it and then—DO IT.

One fair idea unhesitatingly followed out is better than a dozen excellent plans none of which receive concentrated attention. Spurts don't count. The final score makes no mention of a splendid start if at the finish, you "also run."

Only the steady last. Call to mind a dozen men who have made their mark—choose them from trade or profession—and you'll find that at least ten out of the twelve were men who hung fast to a "fixed idea"—who endured self-denial and difficulties and won out because they didn't "peter out."

They believed in themselves—they thought that they could do a certain thing and counted that more than the concentrated opinion of everybody else.

The World didn't take them seriously in the beginning, but they took themselves seriously and in the end the World changed its mind.

It always does change its mind when a man makes good. But the World's so old, and has had so much experience with the human race, that it puts every man down to a basis of zero and only acknowledges that he's above it when his gauge moves to the mark that his own confidence, has set and his own ability attained.

# The QUESTIONS of SOCRATIC



It Develops that the Bookkeeper Wasn't to Blame; Also that Knowlton Was a Shrewd Advertiser. Pejor Finds a Good Job—His Own

BY ARTHUR W. NEWCOMB

## The Bookkeeper Acquitted

"HELLO, Socratic," jubilated Flushton, flapping the rain off his hat and shaking his cravenet, "got a little bill for you."

He took a black leather case out of his pocket, and, thumbing the ends of a bunch of folded invoices, drew one out and handed it over.

Without looking at the bit of pink paper, Socratic opened a file, took out a sheet of similar blushing hue, and then passed them both back to Flushton, without a word.

"Receipted, by Hepzibah!" choked he of the inundated rain-coat, suddenly losing his professional first-of-the-month smile. "Hen-scratch that paranoiac bookkeeper of mine! I'll raise torrid Havana with him. That is the umpty-humph receipted bill that has been sprung on me and upset my fruit vehicle in three months. I wish the country afforded an accountant of at least simian brain-power."

## The Indictment

"It is an outrage," sympathized Socratic, "why don't you fire him?"

"Yes, and jump out of the frying pan into the fire," snorted Flushton, buttoning up his rain-coat. "The cattle are all alike. He's the fifth affliction my books have undergone since I went into business three years ago. It has been a sickening succession of paralytic charity patients. Same thing with my cashier, stenographer, and self-styled salesmen. Always snarling about the tyranny of capital and blubbering over their poverty, but making fool blunders enough in their work to eat up twice their salaries if they had to put up damages. Why, I would give twenty-five hundred a year and an interest in the business, right now, to a really competent head salesman. But I can't find one who knows enough to charge up the

goods he sells on account, or enter up cash paid in."

"Got a system?" asked Socratic, innocently.

"Paid Cooper, the expert, two hundred dollars to install one—and it is a darn good one, but the best system ever card-indexed is worse than an entry on the back of an envelope, unless you can get people of normal intelligence to run it."

## Hiring and Firing Useless

"Hire the best you can get of course?"

"Sure, I've been hiring and firing for three years, trying to sift out a force that can discern beans in an open receptacle and force sand into the burrow of a rodent by impact. And, so far, I've got nothing but heart-break."

"Why don't you get educated people?"

"Educated!" Flushton exploded. And then he sneered horribly, "Educated! Don't make me violent, Socratic. I often wonder how the schools can so effectually soften a fairly decent boy's brain in so short a time. I've sworn to call a lunacy commission the next time a Sig 'em Kiyi pin brings a pretty boy up to the desk to lisp his condescending willingness to accept a position."

"Schools don't educate 'em, then?"

"Not for such coarse, sordid grubbing as the mercantile business, Socratic. For high society, perhaps."

## Why Not Sell the Sales Force?

"Ever try to educate 'em yourself?"

"That's right, Socratic, stick your pronged interrogation point into my dearest festering wounds! I like to be tortured. Educate the pool-champions and esquires of dames myself? Oh, yes, I tried it. Paid five hundred sweat-stained dollars for ten courses in the Science of Efficiency and Accuracy. Presented the books outright to ten of my

highest paid 'help.' Only one of 'em ever finished the course, and most of 'em never sent in the first set of examination papers."

"Course was no good, eh?"

"Oh, the course was all right. I got a lot of good out of it myself, but my loyal aides were too busy kicking about their pay to study."

"You organized a club for the study of the course, didn't you?"

"Why the organizer for the correspondence school did, but it went to pieces as soon as he left."

"And you were the leader of it?"

"Well, hardly! I've got something better to do than fool away my time with a lot of dubs that won't help themselves."

"You weren't very enthusiastic about the club then?"

"Why, yes, I was. Didn't I put up five hundred dollars? I thought it would be a mighty fine thing if the men would only take hold of it and get something out of it."

"Is that the way you treat your customers and prospects?"

"How do you mean?"

"Suppose you were to say, 'Now here are a lot of great bargains in clothing. I paid eleven or eight thousand dollars for the job lot, and would make a big profit on it if these apathetic asses here in this town would only come and buy. But I've got something better to do than to fool away my time with a lot of strabismic myops that won't do a little for themselves?'"

"By Hessian!" erupted Flushton, with a grin. "How I would advertise and circularize and plead and cajole to get the public to buy! And I was such an ophthalmic imbecile that I did not see that I must *sell* my proposition to my men. Socratic, you're a Wiseheimer! Still, I'm not sure that it would have done very much good. The saintly sticker to duty who did graduate does not seem to be making very much practical use of what he learned."

#### A Lesson from the Fort

"Ever visit the Fort, over across the bay, Flushton?"

"Sure; I sell 'em a lot of supplies," wonderingly.

"See the crowd of rookies that came in about a year ago?"

"Greenest bunch of punkin huskers I ever grinned at, why?"

"What did the Major do to them?"

"Set 'em to studying tactics and the textbook on gunnery, and put 'em through the drills."

"How did they take to the drilling?"

"Awkward as a hippo in a ball-room."

"Not after the book on tactics had told them how to do it?" Socratic was shocked.

"Sure, those yellow-legs can't even keep step until they have done it so often that it gets to be second nature to them."

"Well, anyhow, those busy officers don't have time to monkey with a lot of green rookies—they let 'em read up their books and then go out and go through the motions by themselves, don't they?"

"What's the matter with you, Socratic? Why they watch every move, and keep correcting and perfecting until the whole squad is like one automatic machine."

"And yet, Flushton——"

"Don't say it, Socratic. You've got me again. I'm beginning to think that I need a course in rudimentary horse-sense. I paid two hundred dollars for a system, and then expected my people to know just how to do it and do it right after one brief explanation, when I ought to have drilled them in it until they could do it blind-folded and asleep in the dark. Then I sunk five hundred dollars in a mighty good course and expected them to get all the good out of it by having the books in their desks. If you have any more swift kicks about the place, Socratic, hand 'em to me quick, while I'm feeling contrite."

#### Fixing the Blame

"All right, Flushton, you will always find me accommodating. Tell me, what action did they take, over at the Fort, when the gun-crew of Ixty-enth company snagged their big ten-inch?"

"Court-martialled the lieutenant in command, of course. And they proved that he had been lax in discipline and negligent in drill."

"He laid the blame on his sergeant, didn't he?"

"Well, I should say not! He took his medicine like a little man. His captain did try to make out that the sergeant had been a disorganizer and had let down the bars to the men too much. He could prove it,



too, he said, but the lieut' wouldn't have it that way. 'I'm responsible for that man,' says he. 'It was my business to see that he walked the straight and narrow.' And, by Hessian, he was right! Thus do I gratefully absorb another able-bodied kick, Socratic. Here's my hand. I'll take back what I said about my bookkeeper, and you can play that I said it about James E. Flushton. I'm to blame for running in here with that bill you paid a month ago."

It had stopped raining, and just then the sun came out.

### Paid in Hats

"SEE that hat?" cachinnated Giles. "Isn't it a beauty? What do you guess it cost me?"

"About five plunks," hazarded Wiggins, taking him seriously.

"Guess again," sobbed Giles, joyously. "But you never could. It didn't cost me a beloved cent. And it's the fifth hat I've picked off the same prolific tree in the last year."

"What's the graft?" asked Jubwick, tenderly brushing his venerable dicer on his coat-sleeve.

Socratic stopped work long enough to look at his watch and said a piece of silence.

"Can't any of you guess?" enquired Giles, jingling his keys to make them sound like a pocketful of coin.

"Lift the veil and relieve the pressure, Giles, this is no chewing-gum conundrum party," grumbled Waterhouse. "Tell us and tell us quick how we can re-cover our heads without endangering the national circulating medium."

"Well, honestly, it's like spraining your finger-nail when you've just taken out an accident policy, but it's Knowlton's own fault, and he can stop it whenever he has a lucid moment, so I've nothing on my conscience, even if I have a brand new hat on my head.

### How Giles Got the Hats

"You see, about a year ago, I loosened up and bought a two-dollar hat at Knowlton's. The salesman told me at the time that it was their policy to money-back or exchange all unsatisfactory goods, but it was a good hat for two bucks, so I didn't think much about it.

"Three months afterwards, my bull pup got hold of the lid and chewed up the brim a little. And at about the same time I got a letter on Knowlton's foxy stationery, saying that, according to their records, I had made a purchase at their store some time before, and asking me whether I had found it perfectly satisfactory. If not, would I kindly call and get back my money or get something that would suit me better, at their expense.

"Well, I needed a new head-piece, so I made up my mind that I would see how easy they were down at Knowlton's.

"I went in there and put up a holler about that dog-bitten little old two-dollar hat that would have brought tears to the eyes of a multi-millionaire. Well, I'll be jiggered if they didn't weep in sympathy and lead me over to the hat department as if I were conferring a favor on them.

"Do you see anything here that you would like, Mr. Giles?" the salesman wanted to know.

"I didn't expect to get away with it, but I thought I would try it out, so I modestly said that the derby over there would just about suit me. It was a five-dollar Knox.

"Certainly, Mr. Giles,' cooed the salesman. 'You wear seven and a quarter, do you not?'

"When I could get my breath, I explained to him that I had paid only two dollars for the hat Fido had used for that full feeling after dinner. I wanted to be quite sure that he knew what he was doing.

"Oh, the difference in price will only recompense you for the damage to your feelings in getting an unsatisfactory hat, Mr. Giles,' he said. 'Will you wear it, or shall I have it sent up to the house?'

"If I hadn't just read in the *Philistine* that nothing is too good to be true, I should have suspected myself of dreaming. As it was, I said, as unconcernedly as I could, that I would wear the hat, and managed to get out of the store somehow.

"About a month later, my precious Knox blew off into the Sixth street mud, and, rather than pay two bits to have it cleaned, I took it around to Knowlton's, said it was unsatisfactory, and got another spic and span new one.

"Since then, whenever my hat has got a little worn or bruised, or even a little dusty,

once, I have gone around to Knowlton's and got a new one. And they always act as if I were doing something handsome for them. Knowlton himself has waited on me twice, and he is positively radiant in his joy when he sees me come in."

#### Converts

"Well, I didn't know that Knowlton was such an easy mark," declared Wiggins. "I have traded at Golding's for years, but if Knowlton does business that way, he gets what few dollars I have to spend for raiment."

"Same here," agreed Jubwick. "I've got to have an entire new outfit as soon as my dividends come in, and I'll get it all at Knowlton's. But I won't try to hold the man up just because he tries to do the square thing for his customers."

"The square deal is all right," laughed Giles, "and I believe in the money-back policy, but a man is a fool to carry it to extremes, as Knowlton does. I money-back my goods, too, but you will have to show me that you are entitled to it before you get it. I'm not going to be walked over by a lot of ungodly kickers."

"Ever turn down anybody who wanted money back, Giles?" asked Socratic, laying down his pen.

"Sure, I turn down most of 'em. My goods are all right, and it's usually some fault of the customer's when they fail to give satisfaction."

"Of course it makes a dissatisfied customer feel very happy to be told that the trouble is with him and not with the goods?"

"I don't care whether it does or not. I do business on the square, and don't propose to be bully-ragged by a lot of chronic dyspeptics."

"The money of a chronic dyspeptic doesn't look good to you, then?"

"Oh, yes, anybody's money looks good—so good that I don't propose to give it back for nothing, the way Knowlton does."

"By the way, Giles, I know it's none of my business, but what is your time worth by the year?"

"Well, if you must know, about fifteen thousand."

#### Why Knowlton Pays the Biggest Dividends

"As much as that? I wondered how it came that Knowlton paid the biggest divi-

dend of any store in town. But this explains it."

"What do you mean, Socratic?"

Socratic looked at his watch.

"How many times have you told people about getting these five hats for nothing?"

"Oh, I don't know—maybe twenty times in the last six months."

"And it takes you about half an hour to tell it. Fifteen thousand dollars a year is six dollars an hour, so Knowlton has bought sixty dollars' worth of your time, devoted to the finest kind of advertising, for five five-dollar hats, which, at retail prices, add up only twenty-five dollars. How much do you suppose his profits on Wiggins and Jubwick here will amount to?"

"More than the retail price of those hats, Socratic. And besides that, I can recall a good many others who have said that they were going to trade at Knowlton's hereafter. You have a great faculty for seeing beyond the end of your nose, old man. If you feel annoyed at anything you buy at my store, hereafter, come in and get the best I have in the shop."

#### Making the Hides Smell Good

PEJOR'S face looked like a pan of sour dough.

The poor fellow's eyes drooled gloom, and the corners of his mouth seemed trying to hide their grief behind the ram-part of his soiled collar. His voice had all the ring and resonance of a loose fiddle string on a damp day.

"This job of mine is killing me," he grieved. "I'd be better off doing time at San Quentin. There I would know when I was through for the day, anyhow, and could go to bed at night without expecting to be routed out within half an hour for a tread-mill tramp that would last until morning. And then I could look forward to the time when my term would be served—here I can look forward to nothing for a let up but a bullet from my own revolver or an overdose of morphine. There, surroundings might not be beautiful, but they would at least be clean, instead of smelling of over-ripe hides. I am almost tempted to murder the boss and get sent up."

"Why don't you get another job, Pejor?" asked Socratic, cheerfully.

"Why don't I swipe yonder moon for a scarf-pin? I don't know anything but hides, and only a small special stunt with them, so any other job I might get would be just like this one, only worse."

"Any law against your learning something else?"

"Oh, no, none at all, except the trifling law of nature that has freakishly ordained only twenty-four hours in each sodden day. Besides, if I have any future at all—making a Munchausen supposition—it is in hides."

"Then you don't really want another job?"

"That's the bitter, galling truth about it, I guess. I wonder if a man can smell hides after he is dead."

"It is a dead certainty, then, that you will work with hides the rest of your life?"

"Yes, if I don't break down so that I can't work at all, and end my days in Beetle Hall."

#### Dwelling on the Miseries

"Lots of unpleasant things about your work, I should judge?"

"Your discernment is almost incredible, Socratic."

"And you have thought about them a little, Pejor?"

"Can't think about anything else."

"Makes you deliciously miserable all the time, doesn't it?"

"Oh, no, Socratic, I am as happy as a lark all the day long. I am likely to die of joy almost any time."

"Helps your digestion, doesn't it?"

"Sure! I used to have to eat beefsteak with onions and French fried potatoes, but now I can eat gruel and baby-food, and it doesn't cause me any distress except after meals."

"Makes you a nice, cheerful fellow to have around the house, so that wifey and the kidlets are always glad to see you come home?"

"Oh, I suppose I act like an old bear with a split stick on his paw, and they're probably praying the good Lord to let me die, but who wouldn't be grouchy, with such a Hades of an existence as I lead?"

"Of course the rest of the force down at your place are as jubilant as you are, since they are working in the fragrant hides too?"

"Oh, most of the mutts don't know any more than to think that they have the finest jobs on earth."

"And they have, haven't they?"

"What? If there are any worse, I don't know where they are."

#### What a Good Job Is

"What makes any job a good one, Pejor?"

"Why, good pay, short hours, pleasant surroundings, good prospects, appreciative bosses, and congenial work—that's easy."

"Yes? Know Pessimus?"

"Who, that lump of blue mud over at the First National Bank? Why yes, I know him. What about it?"

"He has the kind of berth you describe, hasn't he?"

"Well I guess yes. He was born lucky."

"Looks happy, too, doesn't he?"

"Yes, about as happy as a bride-widow at her husband's funeral. And I happen to know that he thinks he has the most miserable position in town. Always complaining about it, although he says he likes the banking business."

"Then he hasn't a good job, has he?"

"Not from his standpoint. But I think it is a dandy."

"What you think about it doesn't seem to comfort him much though?"

"I suppose not."

"And what you think about their work doesn't seem to depress the happy fellows down at your office, either, does it?"

"No, I guess not."

"Then what is a good job, Pejor?"

"Why, I suppose it's one that the owner of it thinks is good."

"Well, why don't you?"

"Why don't I what?"

"Why don't you think that your life sentence is a joyous occasion, since you don't want to change?"

"Why, I can't."

#### Finding the Sunny Spots

"There are some pleasant things about even the hide business, aren't there?"

"Well, y-e-e-s, I suppose there are."

"And you might discover a good many more if you were on the lookout for them?"

"Probably."

"And if you were looking for such things, and dwelling on them in thought, you

would gradually lose sight of the disagreeable things, wouldn't you?"

"Why, perhaps so, I never thought of it before."

"Suppose you were to wake up every morning with the thought that you had the finest job on earth, look on the bright side of everything all day long—there is a bright side to everything, you know—and go to bed at night chuckling over the jolly time you had doing your work, how long would it be before you had the best meal-ticket in San Arturos?"

"But I can't kid myself like that. I know that I've got the worst combination this side of Hades."

"But you just confided in me that it would be bliss if you only thought so, so

you wouldn't be deluding yourself if you made yourself think that way, would you?"

"By Joseph, the dream would come true, wouldn't it? Socratic, you ought to wear a halo. I'm going to move over on the sunny side of the street."

And the next time Pejor came into the office, a few months later, he looked like a boy with a lump of maple sugar in his mouth.

"Just came in to say *aufwiedersehen* for a little while, Socratic," he caroled. "I'm going on the road for the finest house in the world—my old employers—and won't have to smell hides any more. But even the hides smell kind of good, don't you know, when you are bubbling over with enthusiasm about them."

## How Advertising Helps the World Move

By E. C. PATTERSON, Advertising Manager *Collier's Weekly*

**I**F it were not for the advertising columns of the magazines and newspapers the world would be, industrially, decades behind where it is now. Not a day passes without a score—perhaps a hundred new things, of value to the people at large, being thought out or perfected.

The time came when a bright man worked out a practical washing machine that could be run by a little motor attached to the faucet at the kitchen sink. Another man perfected a vacuum cleaner that would suck the dust and dirt from carpets, rugs, hangings, and pretty much everything it touched.

Those two devices alone have saved the time and lightened the labor of the world's housekeeping to an incalculable extent.

Their value to the human race was infinitely greater than to their inventor. Yet how could the people ever have been told about these things, except through advertising?

Without advertising how many people would know about—and be using—oilstoves, steam cookers, acetylene gas; breakfast cereals, bottles that keep things hot or cold. Now how many homes would have piano players or phonographs?

It is so with thousands of things that have come, through daily use, to be considered necessities. Without the advertising columns—the news of the world's production—it would have taken twenty years to introduce the safety razor. The open door to a market provided by advertising, has encouraged more inventions of value to the people than all other forces combined.



## Gleanings from Business Fields

BY THOMAS DREIER

**M**Y article on Human Chemicals in a recent number of this magazine attracted some attention and many letters have come to me, some of which ask me to make my point clearer.

Some assumed that there are human chemicals which I would cast away. A more careful reading of the article will drive away any such assumption. All I said was that some human beings could not be combined profitably and that the wise executive, like a trained chemist, would combine those only who could work together in harmony for the good of the institution.

To illustrate: Suppose a machinist in putting together a machine has need of cogwheels. He selects two wheels but finds that the teeth of one will not fit into the grooves of the other. Does he damn the wheels? No. If he has other wheels from which to select, he simply looks for two wheels that will perform the work in harmony. He doesn't try to make the wheel with the big teeth fit into the wheel with the little grooves.

Perhaps he discovers that with a little filing down of the teeth and a little enlargement of the grooves will result in harmonious and efficient action.

But he doesn't spend three days filing down teeth and enlarging grooves when wheels that will fit together can be found in fifteen minutes. Certainly no wise machinist would do anything of the kind.

And so it is with executives. They put those together who can work efficiently in harmony for the good of the institution.

The institution always comes first—something that not all executives understand.

If there be a bit of friction between two workers, perhaps it can be eliminated easily by a little mental filing. But when two men are to one another as the cogwheel of a locomotive is to the cogwheel of an Elgin watch—well, you get the point?

Mind, I am condemning neither wheel. Alone or working with others of their kind they are all right. But together they can produce no efficient service. I only want to drive home in this paragraph the point that an executive should look upon his institution as a machinist does upon his machine. He should give every part the best attention, keep it in repair, oil it regularly, keep it working always so as to produce profits and avoid the rust of disuse, and use it to render the world service.

*Nothing is impossible to the man who can will.*  
—Mirabeau.

**M**R. HARRIMAN would rather construct one mile and make it pay than build two streaks of rust into a territory having only doubtful possibilities," is something I read in a magazine a while ago. And in that statement you can discover one of the great Harriman success qualities: Profit is Essential Thoroughness.

It is true that some men do not accomplish more because they do not attempt more. But it is equally true that many men accomplish little because they attempt too much.

If there is one lesson I have learned that appeals to me more than another it is this,

that quality work is to be desired infinitely more than quantity work.

My business is to study men and their work and I am therefore compelled to see what is bad in them as well as what is good. And it seems to me that too many business men with great constructive ability are afflicted with a disease which drives them toward quantity instead of quality.

Harriman would rather build one mile and make it pay a profit than build thousands of miles into a country of doubtful possibilities.

I have known of business men happy in the possession of an institution that rendered efficient service who contracted the diseased desire for a bigger institution. They began to construct without taking into account the Law of Diminishing Returns. What I mean you can discover for yourself by lighting a common kerosene lamp. Start with the wick low. Turn up slowly. With each turn you secure more light. A point is finally reached that must not be passed. Pass it and you get nothing but smoke and a blackened chimney.

So is it with business institutions. Don't pass the Pivotal Point or your institution will cease to give light and produce nothing but smoke that smudges.

Make your one mile pay a profit and build into the Land of Possibilities only after you have gathered information and have prepared a plan. Don't blacken your chimney.

*In the blackest soils grow the fairest flowers, and the loftiest and the strongest trees spring heavenward among the rocks.—Holland.*

**F**OR the happiness of the small town merchants who read this magazine I should like to say that the catalogue of the mail order house is in no way cutting into their business.

But I cannot.

This paragraph is being written in a private house in northern Wisconsin, several hundred miles from Chicago. Last night I sat reading before the coal stove while near me sat the woman of the home. In her lap she held one of those enthusiastic (that's the right word) mail order house catalogues.

Every little while she would hold the book up to the rest and point to some article,

saying, "I should like to have that—the price is so reasonable. Here is a bedroom suite for \$41.50 just like the one I saw the other day at Goodrich's for \$65.00."

And so it went.

The man picked up the book and found a pair of house slippers for forty-five cents "just like the ones I got at Pete Engeldinger's for ninety cents." Even the children pored over the gaily decorated pages and found sporting goods and toys that attracted them.

It matters little to me whether the catalogue sells better goods for less money than the country merchant. The point is, this middle-class family, anxious to save every cent possible, is convinced that to trade with the catalogue house pays. They would rather buy of the home merchant. But they do not intend to lose money by indulging themselves in that direction.

I have been thumbing over this same catalogue and I find the secret of the selling power of the book in the knowledge of human nature displayed by the catalogue makers.

The book is gotten up most attractively. Nearly every article listed is illustrated. Accompanying the illustration is a condensed description which tells what the article is, what it is used for, what it sells for elsewhere and what the catalogue price is.

Minute instructions for ordering are given. The "you" element is emphasized. The customer is made to feel that the house seeks to serve him. He is assured that every article is guaranteed. He knows he can get his money back if not satisfied. And always he is reminded that he can save money by ordering in quantity lots. He also is told that the catalogue is convenient because it enables him to take his time to make up his mind what he wants, and he is not allowed to forget that he orders things because he wants to.

The catalogue house salesmanship is subtle and most effective. It gets attention—respectful attention. The size of the catalogue and the announcement that all human wants (almost) are supplied impresses the buyer. Then come the illustrations, the terse descriptions, the emphasis on the cheapness, the saving in quantity buying, the quick service, the return of money if not satisfied—what can the reader of the catalogue do but order?

I cannot help but wonder how many thousands of homes throughout the country on these cold winter evenings reflect the picture I have suggested of this one family and its use of the big catalogue.

It is as certain as that night follows the day that the mail order business of the nation is increasing. Even smaller merchants are buying all their goods from a wholesale firm that employs no salesman but depends wholly upon its monthly book in which are listed 60,000 items.

In country newspaper days, burning with the wrongs inflicted upon local advertisers by the vile octopus of the mail order house, I wrote many oblique editorials calling upon the merchants to organize and fight their persecutor. But I have learned a few more things about business since those days and I know now that the only way the merchants can fight the mail order houses is through rendering better service than the mail order houses can render.

If you are a small town merchant, learn how you can render your customers more service.

Never let them forget you.

Be alive.

When you advertise, advertise as a salesman.

Take a mail order catalogue and adapt its logic to your own needs. And tell the truth. When you guarantee a thing, back up that guarantee. Tell customers about quality. Tell them why they should buy a particular thing. Give prices. Show how they can better buy of you at your prices than of a catalogue house at its prices. Appeal to their selfish interests. Sink yourself and write your advertisement from the viewpoint of the prospective buyer.

And know salesmanship.

Remember that against you are pitted trained men backed by millions.

Get training. Study helpful books and magazines. In your business you need ideas as much as you need goods on the shelves. And ideas are not as easy to find.

Damning the mail order houses will not get trade for you. Thinking up ways of serving your customers will.

You want profit. And profit comes from repeaters—customers whom you have so served that they want more like it. Aim to

make yourself indispensable. It is a continuous job but it pays.

Efficient service is your salvation—nothing else.

*To choose the right word and to discard all others, this is the chief factor in good writing. To learn good poetry by heart is to acquire help toward doing this, instinctively, automatically as other habits are acquired. In the affairs of life, then, is no form of good manners, no habit of usage more valuable than the habit of good English.—David Starr Jordan.*

THE Werk soap plant at Cincinnati is the same size as was the Ivory soap plant when it was a boy. You have never heard of Werk soap? Well, that is because you never lived in Cincinnati. Werk has a nice local trade there. Not all the trade, understand. But a nice trade—just as they had when Ivory was a boy. Years ago the Ivory and Werk plants, as we have intimated, were the same size.

The Werk plant did not grow up; and because the Ivory plant did, we will talk of Innovation, Initiative, Single-purpose and Advertising as opposed to Let-well-enough-alone, Smugness, Many-irons and Missing-the-main-chance.

The elder Werk was interested in the wine business, and wealthy. He made candles, and later soap.

The P. & G. people made soap, and one day one of their employes made a mistake. He beat a batch of soap too long and spoiled the whole boiling—spoiled it, and that was called Ivory soap, or rather, as they called it in those days, P. & G. White soap, and later Ivory.

At the factory then they curled the upper lip when they said, "It's white, and it floats."

But there was in the firm, it does not matter in this telling who it was, one who snatched victory from that spoiled pot. He chose the name Ivory. He pushed the sale of the spoiled soap, and to the consternation of his associates, he began to advertise.

How's that for crazy actions during the heated term? Wouldn't you, gentle reader, have thought he should have been sent to the insect mansion?

On the right, ladies and gentlemen, we have the splendid and gigantic plant of Ivorydale, and on the left is the skeleton of Columbus when a mere child.



**I**T matters little what business it is in which you are engaged. If you are its head its success will depend upon your judgment of men.

You may know things. But you must know men before success can be yours.

Your success will come to

**Your Judgment of Men**—you as a reward for the impression you and your institution makes upon men. If that impression be good, if it be made in service, you cannot fail.

But how are you to become Conspicuously Successful in making a favorable impression unless you understand men and the effect on them of your work? And the strength of your institution depends wholly upon the strength of the men you have chosen as your associates.

Men are easy to get.

The world is swarming with millions of them. But to get efficient men—ah, here is a problem before which the greatest executives grow humble.

P. D. Armour solved it as other modern executives are solving it. He was once asked where he got his efficient helpers and he answered, "I raise them."

And thus it is that the great executive must be a great teacher.

And the great teacher, the teacher who is truly successful, is concerned less with things and most with men. The teacher—the successful teacher—is the one who understands the chemistry of the human plant.

What do you know of the human plants in your organization? What do you know of the effect upon them of your actions? Do you know whether they are becoming more efficient, or did they come to you efficient and is your training killing them and their fine initiative and their fine enthusiasm and their fine ambitions?

What do you know?

Study your helpers, Mr. Executive.

Concentrate much of that fine mind of yours upon those who make up your organization. You cannot succeed Conspicuously without their help and they need your wisdom and your judgment to direct them Successward.

Your knowledge of Things may be vast. But your knowledge of men will bring to you most profit.

Know your organization intimately and then understand the chemistry of the people

whom your institution desires to serve. Knowledge of human chemistry and obedience to natural law will make of you a Conspicuous Success.

*Work has made me what I am. I never ate a bit of idle bread in my life.—Daniel Webster.*

**W**ELL, what is it tonight?" asked the butcher.

"What do I want?" asked the customer.

But to this the butcher made no reply. He stood waiting for the order. He had no suggestion to make. Nothing **The Butcher** seemed to prompt him to and **the Buyer** offer anything special. He merely waited just as any order-taker would. Had he been a salesman he would have put an end to hesitation in a moment with something that, accompanied by a few descriptive words, would have made the mouth of the customer water. And the customer instead of ordering steak would have had something new, something that would have pleased him and would have made him say to himself:

"There is a butcher with a head on him. He knows his meats and he knows just what I like. He has studied my wants and has the meats to supply them. I am just going to let him select things for me every little while after this. He will get up some offerings for me and I will have far better and satisfactory meats on my table."

The butcher that studies the wants of his customers is sure to get not only their ordinary trade but will surely increase his business. By offering choice cuts he can secure better prices. It really doesn't matter what a thing costs so long as it gives satisfaction. Most customers want satisfaction and do not haggle over the price. Such trade is worth working for.

But the butcher who acts as did the one who stood like a mummy before his customer cannot expect to get any high grade trade unless it comes to him uninvited.

The butcher, the baker and the candlestickmaker are all in the same position. If they would have success they must strive to render service to their customers. They must study to please those who deal with them. Then will they build business. Then will each customer become a link in an endless chain that will drag in more trade and more profit.

Every butcher is in business for profit. But the greatest profit comes to him who renders the best service to the greatest number.

*Faithful to the highest ideals of life — living and thinking and acting in such a way as to deserve the opportunities worthy of men and worthy of those who are interested friends — should be the purpose of all public men. Seeking to express such a life in words and deeds each day will "unfold a page for the world to read," which will make it a happier and a better place in which to live. —James W. Wetzel.*

**A**S a race you have a tendency to be constantly on the move. Get over that tendency. Cultivate a reputation for reliability. Be dependable. Don't be satisfied by doing anything half-well."

So said Booker T. Washington in addressing the people of his race. And this advice is good for white folks also.

Somehow or other the dependable man wins. Folks rely on him. They trust him. They give him tasks to do with a feeling that he will make good. And he always does. He doesn't dole out doses of disappointment. He keeps cheerful by doing his work as well as he can. And he does that work well.

Finley the Philosopher says, "Success consists in bettering the thing you are doing."

That's it. Better the thing you are doing. It really doesn't matter what you do so long as it be useful. But you can't better anything unless you are reliable. You must trust yourself to do masterful work. Do this and others will get the habit of trusting you.

Get the confidence of folks. That wins.

But don't get the idea that to make friends you must be spineless.

Winners are those who express themselves.

Express yourself. But put some thought before your expression.

Ask yourself *why*? Get the reason and tie that reason to the fundamental principle.

The fact that some folks do not agree with you is no indication that you are wrong.

Don't change your beliefs just to please others. You can't be truly honest with others by being dishonest with yourself. Others may not find you out. But you will know it yourself.

What others think of you doesn't matter nearly so much as what you think of yourself. Think well of yourself and give yourself the reason for so thinking.

If you have picked your destination and have determined to travel to it, don't hesitate.

There may be folks who will oppose you. But what of opposition? If you can't avoid them and can't make them friends, go through them. They won't think much of you if you let them scare you back into your corner. Mix with them and if necessary whip them.

But fight fairly. Don't hit below the belt and bite noses. Be a gentleman even as a scrapper. Keep your temper.

And when you get past the opposition, and the opposition has awakened from the slumber your blows sent them into, their respect will follow you. They will follow you and help you fight with other gangs. They will help you over the rough places.

The man with active and bitter enemies is always the man with the warmest friends.

Men without enemies do not *need* warm friends. Mere acquaintances serve *them*.

Be reliable. And to be reliable all you need to do is to play and work and plan in harmony with the teachings of that philosophy condensed in the Golden Rule.

*Things don't turn up in this world until somebody turns them up.—Garfield.*

**T**HE other day I was told of a rich man who was complaining that he really did not want to send his boy to the public school near his home because he did not think the principal was efficient.

"How much salary does the position of principal in your section call for," he was asked.

**No Confidence in the Principal** "Why," he answered, "we pay our principal \$1,000 a year."

You will get the point of this when you learn that this man owns eight automobiles, buying a new one each year for his own use. To his head chauffeur he pays \$150 a month and expenses; his second driver gets \$100 and expenses, while a third is given \$75 and expenses.

Think of the money spent each year for men who drive his automobiles! And, mind you, I have said nothing about the ordinary workers who clean the cars and do lower work that the lordly drivers would not do.

Yet this man puffs up when he tells folks that the principal of the school where his son and the children of other men are

"educated" is paid the plutocratic salary of \$1,000 a year and out of that pays his own expenses.

Honestly, now, is it any wonder that our educational system is no better than it is? Do you suppose for a moment that the Steel Trust would hesitate to pay decent salaries to the men it required to do its important work? Would any wise business man place salary before efficiency?

Yet our educational institutions are managed by men who are forced to accept a pittance or else get out of the work of teaching. And is it any wonder that just as soon as a teacher does become efficient and of great value to the educational system he suddenly enters the business field because of the greater financial returns?

It is all very well to talk of working for love. But it is hard for a man to have much love for work which will not yield him a salary large enough to raise his family in ordinary comfort.

Just how a school principal is to manage to get along with his family on a salary of \$1,000 a year is a problem that I am thankful I do not have to solve for myself.

I am afraid that much as I might love teaching I would learn to run a red-devil touring car and get my \$150 a month and expenses.

This nation owes much to the self-sacrifice of its school teachers.

*Courage consists, not in blindly over-looking danger, but in meeting it with the eyes open.*

—Jean Paul Richter.

**B**USINESS men should be interested in anything relating to our penal system for reasons of business and common-sense if not for reasons of humanity.

In a recent issue of this magazine Colonel Griffith J. Griffith told what our prisons cost this nation each year. He

**Our Penal System** also stated that our penal system does not attain the end for which it is supported.

Only in a few especially enlightened quarters are our prisons industrial institutions which help prisoners become better and therefore more efficient men.

Director Cooley in Cleveland, who worked out the great Cooley Farms plan, and who believes that so-called criminals are only folks who haven't had a normal chance, does not believe in punishment.

At the Cleveland workhouse the "dungeon" is in a tower that is flooded with sunshine and fresh air. And there are no guards with guns, nor are there cells reeking with filth and vermin, nor are there rules that kill individuality.

Griffith J. Griffith of Los Angeles has just compiled a book which he has called "Crimes and Criminals." It is dedicated to Tolstoy and bears upon its title page the statement of President Taft that "the administration of the criminal law and the prosecution of crime are a disgrace to our civilization." All the book pleads for is the abolishment of the vengeful spirit in connection with the treatment of crime and criminals and the substitution of that far more human and more modern philosophy which regards the wrongdoer as the victim of an unfavorable environment.

Since our vengeful prison system has proved a failure, and since this system costs the nation millions of dollars annually, surely business men with common sense will welcome and will aid every movement which aims to substitute something better.

This book is illustrated and the stories it contains are written by men and women who have studied prisons and who have worked among the so-called criminals for years. Men who are interested in man-building and in practical Christianity will give this book the consideration it deserves and will aid Colonel Griffith and other workers in their great task of introducing the Golden Rule into our courts and jails.

*You will find poetry nowhere unless you bring some with you.—Jouberl.*

**I**N Cleveland, Ohio, is one of the leading business boosting organizations in the country. A member told me with much pride that more men were working on Cleveland Chamber of Commerce committees than there were members in any other organization of its kind in the nation.

But the statement that **A Modern Booster Organization** pressed me most was this, given in answer to my question, "Yes, we pay special attention to the young men. We have a system of promotion. That is, a young man is placed on the reception committee and is then promoted to more important committees just as soon as he shows himself a worker of the right sort.

"We realize that the young men of today will be the big men of this city tomorrow, and we are therefore training them to carry out the plans we initiate. We want our young men to realize the greatness of civic work. We show them that by building up the city they will also build up their own businesses."

I noted on the bulletin board a statement of committee meetings for that day. The number that met was surprisingly large. And the men on those committees are business men of the biggest kind. Their time is valuable. And because their time is valuable they make those committee meetings of great value to their city.

*In all situations wherein a living man has stood or can stand, there is actually a prize of quite infinite value placed within his reach—namely, a Duty for him to do.—Carlyle.*

**I**T is unfair to say that all men are equal. All steel is not of equal value. A ton of steel may be purchased for fifty dollars but a ton of steel intended to be used for watch springs costs \$22,000.

Apparently all men are of equal value.

**The Equality of Men** But one needs know but little to realize that there is a difference. The difference consists in refinement.

The trained mind is far superior to the untrained mind. The body that is controlled by a strong brain is of far greater worth than one that is made up of just so much low grade flesh and blood.

The reason some men rise to the top is because they possess qualities not possessed by those over whom they climb. The only reason a racing car can pass a one-lunger runabout is because it is equipped with an engine that develops more power which sends that car ahead with greater speed.

All men can develop more power. No man is compelled to remain satisfied with his present equipment. Power is developed by receiving more helpful sensations. Men can develop more power by associating with successful men. Some develop more power by reading autobiographies.

David Gibson of Cleveland met a man on the street and was changed from an architect into a newspaper man of great power. By meeting another man on the street he was started in the work of producing individual magazines in the indus-

trial field. Today he is one of the great forces preaching the gospel of efficiency. He speaks monthly to the biggest men in the field of manufacturing.

The reading of a newspaper clipping has changed many a man from a drifting, purposeless individual into a man of power. The study of a course of instruction has lifted many a man from the depths to the heights.

Refine yourself by study, by training, by meeting and endeavoring to understand successful men. Go to successful men for your inspiration. Develop the faculty of making friends. Men are successful according to the number of friends they possess. But it must not be forgotten that many friends masquerade in the guise of enemies.

Forget that men are equal—for they aren't. There are men that can be purchased for fifty dollars a ton and individuals that are cheap when their services can be secured for \$22,000.

Get into the watchspring class.

*Choose always the way that seems the best, however rough it may be.—Pythagoras.*

**I** WAS told the other day, by a man who acted as if he knew, that the Oliver plows and other products can only get into South America and some other countries by means of German sales organizations.

And there is a reason. **Germany Supplies Sales Organization** When the ordinary American manufacturer gets ready to introduce his product into, say, South America, he sends his crack salesman down there and sits back confident that orders will come in.

But they don't.

The German on the other hand spends thousands of dollars in preparation. One German of whom I have heard spent \$10,000 making investigations and gathering facts in a new country before he booked an order. He learned all about the country and its people. He knew what the people needed and why they needed the product he wished to sell. Armed with his great mass of knowledge he trained salesmen especially for that particular task. He secured men who spoke the language and then drilled them for months before they looked a customer in the eye.

Of course they succeeded.

It is this thoroughness in preparation that is sending Germany into the lead of European nations. It is this same thoroughness that is giving her a great foreign trade. It is this thoroughness that is compelling American manufacturers to market their goods by means of the German sales organization.

*The great successes of the world have been affairs of a second, a third, nay, a fiftieth trial.—John Morley.*

**J**AMES A. PATTEN is called a speculator. But he is more than that. He is not a gambler in the ordinary use of the word. He is a man of great judgment and before rendering a decision in one of his great deals in grain or cotton he spends thousands of dollars for information (for sensations).

**Why He Succeeds**

When he sent the price of wheat soaring skyward less than a year ago he did so only after months of preparation. In order to secure the facts upon which to base that judgment which won him millions he spent \$250,000.

Patten also possesses a vivid imagination. He can see ahead. But this structure of his imagination is built on a solid foundation of fact.

When he was concentrating all his forces on wheat he knew the exact condition of the crops in all sections of the world. He did not have a superficial knowledge. He knew exactly. He pictured the condition in Kansas where the wheat was ripe and the harvesting was in full swing. He told of the ripening grain in the Dakotas where the hot winds threatened. He described clearly the green grain in far off Canada that needed the sunshine to hurry it to maturity before the frosts came.

However much we may deplore the use to which this mind is put we cannot but pay tribute to the great qualities of the man. It is true that he is not a producer and that he merely speculates for private gain with the foodstuffs of the nations. But in his methods of working there is much that is of great value and much that might with profit be emulated by thousands of business men.

The successful sales manager is he who knows his territory before sending his salesmen into it. By the spending of hundreds in preparation he can earn thousands. "A stitch in time saves nine" is good advice for the business builder.

It is cheaper to avoid mistakes than to pay for them after they are made. It is easier to make a friend of a stranger than it is to make a friend of an enemy. Salesmen who know their territory and the needs of their customers will make friends. Without preparation one might be led to try to sell green ribbons to an Orangeman with somewhat disastrous results, or try to sell a home medicine case to a Christian Scientist.

All great sales are made before the actual interview with the prospect.

*Be what nature intended you for, and you will succeed; be anything else, and you will be ten thousand times worse than nothing.—Sydney Smith.*

**F**AR be it from me to be unduly inquisitive, but for many moons I have desired to know why it is that there be merchants who insist on marking their goods with cabalistic signs that not even a clerk can decipher without the aid of a code book.

**That Price Tag** Being a lover of books I often find myself in some book store just browsing around. And many, many times I have been tempted to buy some book that appealed to me until I looked for the price and found something like this, ZXVBN.

And such a mark always gets under my skin and makes me feel that Mr. Bookseller has two or three prices on his stock. When I do buy a book with such a mark I always leave with a feeling that I might have paid less if I had tried to get a better price.

But when a merchant marks his goods plainly with the price, I feel that I have found a real merchant—one who is doing business above board and gives the same price to everybody.

It is queer, isn't it, that merchants all over the world have not learned that if they marked the price plainly on their goods they would make many more sales and could serve many more customers with fewer clerks than when they use signs which the clerks themselves have difficulty in understanding.

Witness the success of the ten-cent stores. In a store of that kind all one need do is to pick up articles and hand them to the wrapper and pay the price. Everything is marked plainly and there is no reduction. One can take the stuff or leave it. The goods are attractively displayed and a customer is

given to understand that every offering is a bargain.

And in every store every article should be a bargain to the purchaser. No customer should be led to purchase anything not needed. Overloading a retail customer is as bad as for a salesman to overload a merchant. It destroys confidence. And confidence, so I am told, is the basis of all trade.

*Without courage there cannot be truth; and without truth there can be no other virtue.—Walter Scott.*

**T**HE makers of that delectable breakfast morsel known as Force introduced it into England by means of lavish advertising. The dealers were stocked up. In England, so a bloomin' Henglishman tells me, they do not eat any breakfast to speak of. Hence the breakfast food did not move rapidly

**Why They Failed** ly and the damp climate rendered it unfit for use.

Special cartons had to be made to resist the moisture and the thousands of packages that had been distributed among the storekeepers were recalled. Of course the campaign was a fizzle. Another company tried to introduce breakfast food into Germany without considering that in the land of Hoch der Kaiser breakfast consists of rolls and coffee. An American magazine tried to issue a London edition made up of the same material used in its American edition. Failure resulted. After a while Americans will learn that before trying to sell American goods to foreigners it is best to learn whether those goods will serve those to whom it is desired to sell them.

*To have what we want is riches, but to be able to do without is power.—George McDonald.*

**T**HE truly successful sales talk is the one that appeals most strongly to the selfish interests of the prospective customer.

When you try to make a sale keep in mind the truth that your success in making that sale depends wholly upon your ability to make the other fellow see where he will receive something of sufficient value to recompense him for whatever sacrifice he may be asked to make.

Just think of the way you can help the other fellow and you will find that you will be well taken care of.

Our friend, Post, is as well known in London as he is in Australia and New Zealand—or in Battle Creek. You cannot escape "Post Toasties" or "Grape Nuts." Busses, electric cars, underground trains, hoardings and full page display advertisements in every publication of standing proclaim their merits; and what is more to the point, every small storekeeper, who looks at one with a peculiarly vacant stare if one inquires for similar British-made food stuffs, instantly whips a packet from the shelves at the mention of a Post product.

There's a reason—and the London business man at last realizes the fact.

*It is an incontroverted truth that no man ever made an ill figure who understood his own talents, nor a good one who mistook them.—Swift.*

**C**HARLES DICKENS was a muckraker in his time. Of course his muckraking proved to be literature and therefore has come down to us and commands a place in our libraries.

But Dickens wrote from the heart as a reporter. He saw poverty and suffering and worked his **Because They Are Human** sensations up into stories.

In his time the poor folks were sent to homes for paupers—homes where they lived in misery. Those who had charge of them cared nothing for their comfort. They were unproductive and therefore received less attention than the slaves in the south before the war.

One feels optimistic as one notes the change in the mental attitude of the state—of society—in dealing with the poor.

Not long ago I had the pleasure of visiting the famous Cooley farms at Warrensville, Ohio, with Harris R. Cooley, director of charities and corrections in Cleveland, and President Howe of Case College. These farms contain 2,000 acres of land and are owned by the city of Cleveland.

Of two of the colonies I wish to write.

The first is the home for the old men and old women who have reached the age of practical unproductiveness. For them there has been erected a great home that is fitted up with all the modern improvements. The dormitories are flooded with sunshine and fresh air, while no excuse is accepted for anything that savors of uncleanness. One dormitory is equipped for the women and one for the men, while nearby is a special

cottage where old couples are ending their days in surroundings that cannot fail to yield them much happiness.

In the old days these old couples would have been torn apart. Here they are given the opportunity to share their last days together just as they shared the days of their youth out in the world.

Much of the furniture of the place is made by workhouse prisoners at another colony nearly two miles away. "It is wrong to send to the stone-quarry or to ditch-digging men who are capable of making furniture or doing other work of that kind," said Director Cooley.

"We reform our prisoners by giving them an environment that is helpful. We encourage men to express themselves. If there comes to us a man who has done cabinet work and loves to work in wood, we do everything in our power to interest him once more in his trade. You can see that when a man has served his sentence he has his trade at his fingers' ends and on that account is likely to have little trouble in securing a job.

"Our aim," continued Mr. Cooley, "is to let the men work their own reformation. We do not preach to them or tell them the conventional things about living a correct life. We simply supply them with work that will develop them mentally, physically and morally in a clean, helpful environment. By removing the temptation we save the man. I believe that any man will do right under normal conditions. These men who have done wrong have done wrong because they were forced to live under abnormal conditions. They haven't had a chance. Here we try to give them a chance."

Director Cooley is a big-hearted, clean-minded, inspirational, enthusiastic man. He was for years pastor of the church that Tom Johnson attended. When Johnson became mayor he asked Cooley to become head of the department of charities and correction. It was a big job and Mayor Tom selected the man best qualified for the task.

"I shall probably be able to retain my office for only a few years," said Mr. Cooley. "Someone else will take my place when you leave. How shall I plan?"

"Plan as if you were to stay here twenty-five years," answered wise old Tom, thinking of the future. "If you build a great

foundation those who come after you will be forced to erect a great building."

And so they have planned these municipal farms on a large scale. They are doing big things. They do unusual things. The dungeon where the so-called "bad man" is confined is in a tower.

"Sunshine and fresh air will make men better faster than foul air and darkness," said Director Cooley as we entered this tower room.

In this little paragraph I cannot say all I desire about these men of Cleveland and the work they are doing. But during the months to come more will be told with the hope that business men in other cities will follow the lead of these pioneers in using the machinery of society to make social beings out of so-called criminals instead of criminals out of those who have been caught at making a social mistake.

Politicians may "get" Director Cooley as they have at this writing got Mayor Tom. But the work they have done will live forever and a brighter and more advanced age will bless them for the foundation they have laid.

*Not in war, not in wealth, not in tyranny, is there any happiness to be found—only in kindly peace, fruitful and free.—Ruskin.*

EVERY employer who is an observer knows what an expensive thing it is to train new employees to do his work. Not long ago I was talking with an official of one of the greatest industrial institutions of the world. We were talking about the relations of the employer and the employees. "We needed new men not many months ago and we advertised. We received 1,700 applications. Out of this great number only 300 had ever had any experience in our particular line. Of course we had to hire the others and you can understand what it cost us to train them to handle our machines and do efficient work for us.

"I use this simply as an illustration of what happens many times a year in all the industrial institutions of the world. Of course some are affected less than others. But some are compelled to break new helpers in continually. Of course it costs thousands of dollars and, as always, the ultimate consumer is the one who pays.

The Economy  
of Keeping  
Employees

"We have discovered in our business that it pays us to keep our employees satisfied. We make every effort to prevent strikes. When our men have grievances we always give them a hearing and we never refuse any request they may make flatly. We thank them for their information and then give their request the most careful and the promptest consideration. Then we give them our decision and give them the reason why we cannot grant their request if we are compelled to refuse it. We never tell them that the reason we cannot do what they ask is our business and none of theirs. It is theirs, you see, for without them, or others like them, we could do nothing with our great plant.

"Another thing, we want our men unionized. We prefer to deal with a unit composed of many individuals rather than with one individual. By being fair with the unions we find the unions will be fair to us. And when we deal fairly with the men they will not let one individual do anything which will interfere with their job.

"We find it easier and cheaper and therefore more profitable to keep our old men than to break in new ones and other employers are discovering the same thing."

*It is not erudition that makes the intellectual man, but a sort of virtue which delights in vigorous and beautiful thinking, just as moral virtue delights in vigorous and beautiful conduct.—Hammerton.*

**I**T really isn't any great trick to persuade a retailer to purchase a bill of goods from you, Mr. Salesman. The great work comes in making him order from you repeatedly. You do not finish your work when you get his name on your order book.

Neither is the work done when the goods are shipped to him. He must be helped to sell them to his customers.

The more help he is given, the more sales suggestions passed on to him, the sooner will he be in the market for more goods.

Some salesmen are continually wishing that they could find more customers in their territory. They say that they have worked their territory dry. As a matter of fact, they really do not want more customers. What they want is to sell more goods at a profit. This they can do by helping the retailer find a market for the goods they sell him. Let them study how they can

serve their customers, not alone in selling their own special product, but in selling everything in the store. If they can help a merchant increase his business as a whole he will not only need more of their goods but will repay in many ways the debt he owes them.

I believe that the salesman of the future will be more than a person who goes about selling his goods to a customer. He will be a business building specialist and will have at his fingers' ends information that he will give gratis to merchants and their clerks as part of his special selling.

He will be a true business-builder. He will know much about the right way to display goods, how to advertise them, how to develop the selling power of clerks, will give advice on buying—in fact he will have a general idea of the whole field of business and an intimate knowledge of many specialties, instead of knowing only his own line as so many salesmen do today.

*Give what you have. To some one it may be better than you dare to think.—Longfellow.*

**T**HE University of Cincinnati is the only institution of its kind in the country conducted under municipal auspices. It was originally privately endowed, but it now derives more of its income from direct taxation than from private gifts and tuition.

**A Municipal University** This great school seems to be the connecting link between the school of today and the school of the future.

Here men are actually taught by doing. A young man is responsible for the plan which makes this school unique. Dean Herman Schneider saw that the colleges were sending into the industrial field thousands of young men who, in spite of their learning and their school-shop practice, were forced to start work in the world at the very lowest position.

"Let us combine with the college course actual work in the real shops of this city," said Dean Schneider. He worked out his plan and had it approved by the school authorities. Then the manufacturers were interested and promised to help.

The result is a student in the engineering college works two weeks in the school itself and two weeks in an institution in the city. The students are paired, so that when one



is working in the shops his alternate is in school. Then, on the last day, the one who has been in school comes to the shop where his alternate is working and learns what his task will be at the beginning of his week of practical work.

The manufacturers pay the best apprentice wages and promote the boys every three months. It is estimated that a student will earn \$2,000 during his college course in this way. As the annual cost is only five hundred dollars a year, each student can earn at least three-fourths of his expenses while getting his profession.

The training the boys receive covers as nearly as possible the entire manufacturing process from the raw material to the finished product. The work is under the direction of an officer of the college—a practical man who is more than a “book professor.”

No student is admitted to the school who is not physically, mentally and temperamentally fitted for the engineering profession. This practical work in the shops tests at the start the student's fitness for that profession. He thus doesn't spend six years in school only to find that he should have become a grocer or a clothing salesman.

The school of the future will be a combination of the industrial and educational institutions and our present mendicant institutions will disappear to give way to schools that will pay their own way.

*Vigilance in watching opportunity; tact and daring in seizing upon opportunity; force and persistence in crowding opportunity to its utmost of possible achievement—these are the martial virtues which must command success.—Phelps.*

I WANDERED into the office of the general manager of a commercial institution that controls practically all the trade in its line in the United States. After half an hour or so I excused myself, adding that if I didn't give him a chance to finish the work he was

The Busy Man engaged on when I came in that he would probably be throwing me out.

“Don't go yet,” he said. “I want to talk. And as for being busy—why of course I am busy. I always have work to do.

But I am not slave to my work. The fellow who is always so confounded busy that he hasn't time to throw his work down and pick it up later, or whose institution is in such condition that it will suffer unless attention is given to it every moment, confesses himself too small for his job.

“If I go into one of the departments of this place and find a foreman taking things calmly, doing his work deliberately and with attention, and ready to accept extra work without losing his head, I mentally catalogue that man for promotion.

“But when I find a foreman rushing hither and thither, with a hurried, worried look, with a temper that is kept on edge, I know that there is a fellow who is too small for his place. I do not trust him. He cannot surprise me by breaking down. Usually I relieve him of some of his work, or put him completely out of his misery by giving his position to someone big enough to become its master.”

It isn't the fellow who makes the most noise or who appears the busiest who is the most efficient. The fellow who takes his business troubles home with him and uses them to make his wife and family miserable is a pretty cheap sort of business man. He isn't master of himself or master of his business. The business man who is worried shouldn't go begging for sympathy. If he were truly efficient his business machine would give him no trouble. Too many business men are like firemen on a switch engine who through some hokuspokus get their hands on the throttle of a Limited. They never wear that calm, masterful look of the efficient engineer who knows himself, his engine and his road.

Better qualify for your job or take a place lower down. Get rid of your shackles and act like a man and not like a slave under a lash.

To be a good business man one must first be a man.

*Always say a kind word if you can, if only that it may come in, perhaps with singular opportuneness, entering some mournful man's darkened room like a beautiful firefly, whose happy convolutions he cannot but watch, forgetting his many troubles.*

—Arthur Helps.

# Psychology Applied to Merchandising

How Slattery's, in Boston Town, Makes Science Practical and Profitable.

BY W. G. CLIFFORD

SOMETHING seems to draw one to the window, an unseen force, as a magnet draws iron filings. And you look again and yet again, meanwhile marveling at the sight before your eyes, an ideal often striven for but seldom attained. Arrayed before you you see costly furs with the master touch of the Parisian modiste showing in their every line and curve—grace itself. Apparently they are carelessly placed in the window—just as though thrown casually over a chair. But you look again and see that a master mind has directed their placing, their display. The background is composed of a dark material so unobtrusive that it is hardly noticeable. But therein lies its power, its mission—to reflect the goods in front to the best advantage.

This is one of the windows of a celebrated Boston high class specialty store. And these windows reflect the Boston reputation to the fullest—that of culture and refinement.

With the guiding hand of admiration you walk to the other window and see a contrast of apparel. The first window shows outdoor garments; the second window shows evening gowns, light, filmy, silken garments that are best described as a fabric of rose bloom. There is not one discordant note—everything blends together with the nicety of Nature's own handiwork.

Such were my feelings as in walking along Tremont street, Boston, I came to the E. T. Slattery store. I had no intention of stopping to look in their windows—but was attracted by the sheer force of the display.

And I said to myself, "Here is a unique store; I will find out more about it." So I walked in and asked to see the head of the concern.

With a cordial smile and outstretched hand of welcome he met me. And then I knew why I was drawn toward that store. It was his radiant personality reflected throughout the whole store's being. You know every successful concern reflects the personality of its chief in all its parts. And the more the personality of its guiding hand is spread throughout, the greater is the success of the institution.

Of course Mr. O'Connell already knew of the BUSINESS PHILOSOPHER—was a subscriber, in fact. I told him what I wanted, and he invited me to look around and ask questions. The result is this article.

Starting in on the first floor, Mr. O'Connell took me throughout the whole institution, and explained its every detail. There is an entire absence of commercialism—you hardly realize that you are in a store. It is more like the private collection of a connoisseur of things beautiful and artistic. No price tickets or labels of any kind are to be seen on the goods or around the store.

## Informing the Customer

I watched one of the assistants wait upon a customer. A bright, intelligent "good morning," a winning smile, and she was at the customer's side. The customer inquired about an evening gown. The assistant made no attempt to *sell* it to her. Oh, no—Slattery's recognize a higher principle than that—they know that "He profits most who *serves* best." Instead of trying to force a sale, she explained the construction of the gown, how this lace insert is all hand made in Paris, the design originated by a famous French costumier, and how it is subsequently worked out by hand, stitch by stitch. She told why hand-made lace is superior to machine made lace—explained the different processes of lace making. Then she turned her attention to other parts of the gown, talking about each in the same intelligent and *informative* manner. She did not attempt to *sell* the gown. She tried to create the *desire to possess* in the mind of the customer. And she did create this desire, because as I was leaving the store half an hour later I saw the customer giving her order for the gown.

## Appealing to Love of Beauty

"Is psychology any use in business," you ask. This is best answered by proof. Slattery's is an actual example of the profitable use of psychological principles applied to merchandizing.

The moment you enter the store you are put at ease. No gum-chewing clerks who

stare and gape at you; but instead, bright, intelligent girls and women of refinement, becomingly attired—ladies would be a better name for them. Luxurious carpets yield to your every step—there is a noticeable absence of noise—such a contrast to the turmoil of the street. It is a veritable haven of quiet.

Soft, mellow lights are unobtrusively placed throughout the store, but they are not noticeable unless you purposely look for them. Their mission is not to attract attention to the lighting arrangements, but to be used as a means to an end, that of showing the goods to the best advantage.

Everything is running smoothly—a perfect human cog-wheel with each cog fitted in the right place, and working to perfection.

And the harmonizing of colors is a thing to be admired in this one-in-a-thousand store. There is not a discordant note anywhere—everything blends perfectly.

A number of vari-colored evening gowns priced in the region of \$250 each were displayed in a row, in a glass show-case. The first gown was almost white—the last one in the row was a dark, peach-bloom tint. They were arranged so that the depth of color gradually increased as you walked past the display. Nature herself could not have arranged the colors more harmoniously, blended them more perfectly, or made them more pleasing to the eye.

The only suggestion of commercialism in the whole store is the elevator, and even this is neatly tucked away in a corner. And the floor of the elevator is covered with a soft, yielding carpet, the same as in the store.

Pneumatic cash carriers are connected with every counter, but the customer cannot see them—they are cleverly concealed, because the suggestion of commercialism would be entirely out of place in such a haven of refinement.

The dominant idea of Slattery's is that of SERVICE. They are a living example of Mr. Sheldon's aphorism "The science of business is the science of service; he profits most who serves best." Their whole object is to study the customer's comfort—put her at her ease by letting the surroundings suggest repose, and then explain the goods from her standpoint. Consider the customer first, last, and all the time.

### Here is Confidence

Mr. O'Connell makes frequent trips to Europe for the purpose of buying things first-hand. He casually remarked to me that oftentimes a customer would come to him just prior to one of his foreign trips, and say, "Mr. O'Connell, you know my tastes. If you see anything in Europe that you think I would like, just buy it for me."

And herein I saw another living demonstration of Mr. Sheldon's aphorism that "Confidence is the basis of trade." How many stores are there that have such implicit confidence as this on the part of their customers—"carte blanche" with their pocket-books? Few, alas, few!

I asked Mr. O'Connell as to his policy. He told me frankly and freely, for great men are always willing to give of their experience in the hope that it may help others. In his own clear-cut words it is:

"I believe in art in merchandizing. Consider style and quality first; price second. 'Style and quality is remembered long after the price is forgotten.' Salesmanship whether in the spoken or written word should be in the form of giving information to the customer. I believe in informative salesmanship, because it makes the customer *buy*, instead of your *selling* her.

"Let the customer sell herself. Hire the best employes that money will get. They are but an investment, and a high-priced employe is usually a gilt-edged investment. A cheap employe is usually like some of those dollar and a half a share going-to-boom-big-very-soon gold mines, which always result in dissatisfaction. Good things cost good money whether you be buying merchandise or human endeavor. Train your employes your way. Consider their welfare and comfort.

### High Value of Confidence

"Sacrifice almost anything rather than lose the confidence of a customer. We are not in a business for a day only, but we are here for good. Our employes are instructed to govern their actions by the Golden Rule, and frankly to advise a customer against purchasing an article that is unbecoming to her. It is better to lose one sale today than to lose a customer's confidence forever.

"One of our business commandments is "In no circumstances shall you misrepresent any goods in our store. It is not you

who is telling the lie—it is the company. It is better to lose sales than to lose confidence.”

Here is a business that is conducted in accord with the natural laws of success, for there are natural laws of success just as there are man-made laws of government. The natural laws of success are as certain in their action as it is that night follows day, and a business conducted on these principles is an assured success from the day its doors are first opened to the public.

Mr. O'Connell knows, and knows that he knows that “The science of business is

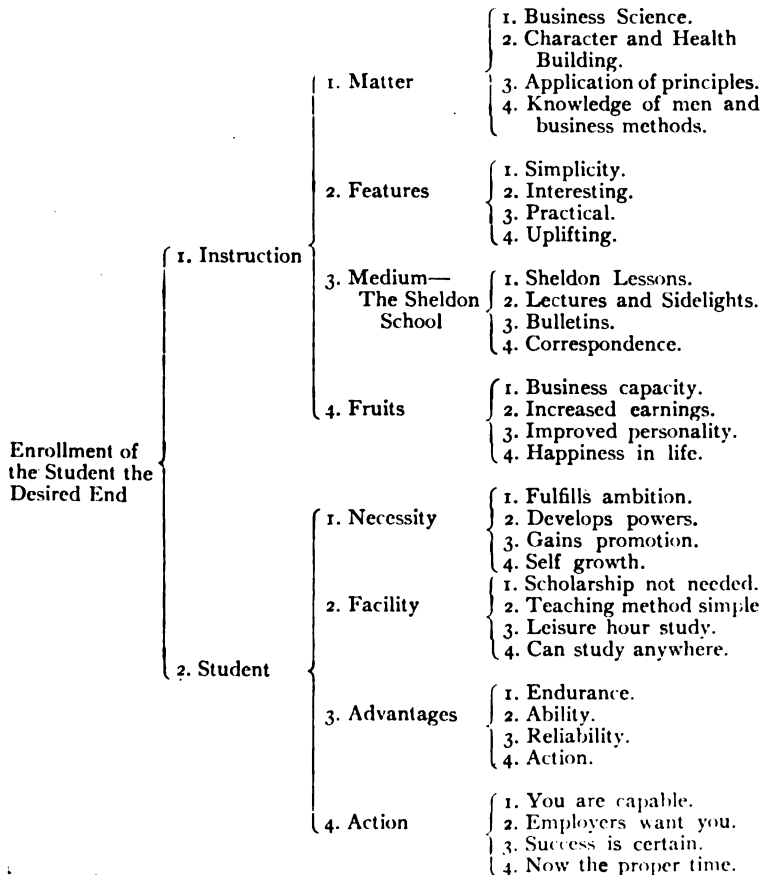
the science of service; he profits most who serves best,” and that “confidence is the basis of trade.”

A man or an institution may violate man-made laws and escape the penalty, but there is no escaping from the penalty of the violation of natural laws.

“As a man soweth so shall he also reap.”

Just as certain as two plus two equal four, so does work in accord with natural laws result in the sum and substance of all human endeavor—Success!

## Analysis of Sale of Enrollment in the Sheldon School



# Justice

BY L<sup>A</sup>VERNE A. BARBER

"They say you were drunk, stand up, sir!  
And you were found stealing today;  
Three months in the work-house will settle your case,  
Is there anything you wish to say?"  
And a man clothed in tatters and patches  
Staggered up to his feet at the call,  
As he leaned on the railing before him  
And looked at the listeners all,  
"Your Honor, I haven't been drinking,  
I'm a thief—that, I cannot deny.  
'Twas the first time I ever was tempted,  
And I had a good reason, that's why;  
A golden-haired, four-year old reason,  
Sweet as a baby could be.  
Her mother's been dead for a year, Judge,  
And there is no one to 'tend her but me.  
And I, well, I stagger at times, sir.  
Folks think it's owing to sprees.  
At times I have been tempted to wish that it was  
The liquor, and not the disease.  
I had a good job, sir, at one time,  
But these staggering spells that you see  
Knocked me out for a while;  
Then the boss said he had no employment for me.  
And so—well, what little we had, Judge,  
Went to pay for the victuals we eat,  
'Til the landlord got tired of my promise to pay  
And turned me and the babe on the street.  
If you were a father yourself, sir,  
And your children were pleading with you  
For just a small mouthful of something to eat,  
Maybe you'd steal a loaf of bread, too.  
There were dozens of loaves in the window,  
Her sobs and her tears drove me wild,  
I smashed in the window with this bleeding hand,  
But I gave every bit to the child;  
And I told her to eat just all that she could—  
I knew there would be trouble to pay.  
A man took the bread and I knocked the chap down.  
How she cried when he took it away!  
The excitement, I think, brought on one of my spells.  
I was frightened to think what I'd done;  
And I guess I fell down when the officer came,  
For I wasn't able to run.  
As for the sentence you have passed on me, sir,  
It's a price I suppose I must pay,  
But just let me ask what the baby will do  
When the officer takes me away?"  
"What will she do?" said the Judge, through his tears,  
"Why she'll drive home to dinner with me."  
And he ordered a carriage to call at the door,  
With seats to accommodate three.

# Why Not Do Honest Work?

BY GLENWOOD S. BUCK

**N**OT long ago I saw in action an improved Mergenthaler—the machine that is nearer human than some humans are—and I marveled, as all men must, at what man's brain and hand have accomplished in this truly amazing thing which turns thought into type.

I know quite as much about machinery and mechanical engineering as a night-prowling cat knows about the manufacture of boot-jacks, but I am a fair guesser and I believe that I can at least form some faint conception of the great work that has gone into the making of this marvel.

The Mergenthaler is the result of training—long years of patient preparation and study in the theory and practice of physics, mathematics, mechanical engineering, et cetera, and then longer years of tedious, heart-breaking experimenting.

It was not built in a day by one who guessed at what he was doing.

It's the product of a brain that knew and a hand that obeyed.

And it fills completely the purpose for which it was made—it pretends to nothing it is not.

But what shall we say of this Morris chair, a print and description of which lies upon my desk.

## **Beauty the Sincere Pleasure of a Creator**

We require of a chair that it first be useful. If it can also be beautiful, it satisfies so much the more. But beauty is a secondary consideration. It represents—real beauty must ever represent the sincere pleasure a creator takes in his work.

This chair may be useful—I am inclined to think it is not—but it certainly is not beautiful. There is not a sincere thing about it. Its oak is not real oak, its leather is not real leather and its design and ornamentation—enough to drive the shade of William Morris to the Stygian dippy-house.

Unreal—this chair—imitation wholly.

It is the product of a brain that did not know and a hand that obeyed only blind convention.

No man's pleasure went into the making of this monstrosity—and no man will ever get real pleasure from it.

Good taste is a matter of simplicity and sincerity. Pine may be beautiful in itself, but never when it is made to look like oak. An ornament which grows out of a piece of wood it ornaments and becomes a part of it, may be a thing of beauty and a source of joy to the builder and holder, but never when it is stamped in with a steel die can it give pleasure to any one.

Better far that we leave ornament entirely alone, than that we so grossly misapply and abuse it.

## **Who Creates Public Bad Taste?**

This day needs men—trained men—who know how to build sincerely, genuinely.

It needs men who will get down into the fundamentals of things—who will seek to understand what beauty really is and who will learn how to apply it.

And it needs the merchant who will build his business wisely, soundly, sincerely, genuinely and who is broad enough to comprehend that he is the real creator of the public bad-taste.

It is a sad mistake, My-Dear-Friend-Who-Buys-to-Sell-Again; you do not buy the cheap, ugly things because the people demand it. You buy them because your previous bad buying has falsely brought you to believe that this is what the people want. The people have bought your shoddy stuff because they could find nothing else to buy—and this bad buying has become a habit and a bad one.

If you hold to the contrary belief you have in reality stood business on its head and pushed its kicking heels up into the air. You have gotten the thing topsy-turvy.

Good taste is not expensive. A pine chair may be made really beautiful. In fact, many of the ugly things you sell would have been really beautiful, and less costly, if the unfit ornamentation had been left off entirely.

It is the unwise merchant and not the people who demand this cheapness—this perverting, degrading shoddiness.

He demands it because he does not read the signs of the times—because he does not see that people are forgetting their bad

habits and are beginning to realize what beauty is.

### **Beauty Must Be Honest**

The love of the beautiful is innate. It is native. If you do not believe it, look at some of the splendid things made by some of the American Indians—who can scarcely construct a bad design—or some of the buildings built in Greece and Rome, when man was a youngster.

Let us have beauty, or let us leave it alone—the imitation is worse than nothing.

We have learned that honesty in our business transactions is the best policy—if not the best principle. We must now have honest beauty for the same reason—if we are to have beauty at all.

And a beautiful thing cannot be made, nor really sold, nor really owned—it cannot be appreciated by one who has not sought to understand it.

Back of everything useful, back of everything beautiful, back of all the appreciation of the useful and beautiful, must be the trained brain and the obedient hand.

Whether you are a creator, or whether you are a factor in the distribution of that which has been created, your work must be genuine, if must have back of it a thorough understanding, if it is to be useful or beautiful.

The only beauty which man creates is that which he makes manifest in the work of his hand and brain.

### **Beauty in Simplicity**

A splendid new factory is being built just across the way. I stood and watched a workman cutting a block of stone which is to form a part of the ornamentation of the facade. Chip by chip pieces fell away until, at last, a finely proportioned form was revealed.

By a process of elimination beauty was created.

By this same process a tree maintains its symmetry. The wind is nature's pruner. Once let a branch o'erstep it rights and the elements all conspire against it. A strong, healthy tree is constantly casting off branches as well as leaves, bark, fruit—it is ever dying, that it may live.

By this same process the human form rounds out its perfection. Interfere with it and grace and health are lost.

Growth necessitates the casting off of the old as well as the taking on of the new.

To un-learn is as necessary as to learn.

Our clinging affinity for the dead systems of yesterday hinders our progress today.

Nature, if left to itself, eliminates the unnecessary.

Our little facts are at best half truths—as the light of tomorrow will reveal.

I have heard men talk as if the systems they advocate were the final truth—as if tomorrow could not add to the store.

We overburden ourselves.

We cling to the dead branches for the sake of the good they once did—we defy nature, and the result is an ugly mishapen thing.

We refuse to remove the chips and the beauty beneath is never revealed.

Eliminate! Simplify! Cast out the debris. Put your house in order. Why all of this confusion? There is so much here that is unnecessary. It is in the way. Out with it. Give yourself breathing room. Harmony, health, success, happiness are everywhere—only the junk obscures it.

---

The diffident, unenergetic man often flatters himself that he is "conservative."

---

Don't make a fuss over mistakes, especially over those you cannot correct. If you keep your mouth shut, few beside yourself will notice that you have gone wrong. The world isn't paying as much attention as self-conscious souls think.

---

What an uplift we get from the man who says nothing about his own achievements but finds real pleasure in speaking of the good work of others and in giving them cheering words. We go away feeling that we are really doing something after all and that life is well worth living.

---

"Sure, I'll do it; glad to; it's just the kind of work I like." It was so rare an expression that half a dozen employes in that big place stopped work and looked at him in amazement as he walked out.

# Inspired Millionaires

BY EDWARD BUCKRUM

**A** MAN by the name of Lee—Gerald Stanley Lee, if you must have exactness—has written a big book which has been given the title, "Inspired Millionaires."

This author doesn't throw any bombs at those who have acquired a few million dollars. He figures that they have secured their money through the rendering of service, and that, even if they haven't done their work in strict accord with the Golden Rule, they have done the best they could according to their light.

He believes that millionaires are just like other folks who, fortunately or unfortunately, are without such enslaving things as millions of dollars. He wants the millionaire given a chance. Help the millionaire become a better servant, he says.

And then he gives this advice to millionaires:

## RULES FOR MILLIONAIRES

First. Be a monopolist.

Second. Get your monopoly without being mean, that is, by invention, by some sheer overwhelming service to mankind, by saving every man on the planet several dollars a year.

Third. Take it for granted that if you had had a chance to make the rounds of the planet and talk to every man on it beforehand, and ask him if he would be willing, in case you saved him several dollars a year, to go halves with you on what you saved for him—take it for granted that he would say yes.

Fourth. Pocket the money. See to it that you are able to keep in absolute unquestioned control throughout the world of the thing you have thought of for it. In other words see to it that you have an opportunity to be mean if you want to.

Fifth. Almost anyone could be mean. There have been many great inventions among men before, but no invention anyone could make would be so great to us now, or so original, that not being mean with it would not seem more great and more original.

The first man with an invention in the twentieth century who will be professional with it—act like a gentleman or an artist, with it, who will dedicate it to humanity and himself together, who will keep absolute control of his invention in order to make it creative and emancipating at every point where it touches human life, who will scatter the opportunity and freedom of the new invention into the daily lives of the men who are making it in the factory, and the daily lives of the men who are selling it in the streets—in other words, the first man who will civilize an entire new industry, who will present this barbaric world with one industry that is civilized in spite of it, and that keeps on

being civilized in spite of it, and with no one to say it nay, will be the greatest, and most impressive, and most memorable figure in modern times. Incidentally, he will accomplish one other purpose. He will make having a great fortune one of the ideals instead of one of the diseases of the world. He will make being a millionaire more religious than being in a monastery, or than any of the other rather religious-looking, but comparatively easy things like being a St. Francis of Assisi.

But the main point will be that he will have done something practical and spiritually business-like with our whole modern manufacturing world. He will have suggested, and carried out, and settled the one way in which the industries of the world can be civilized, viz., one new imperious invention at a time, controlling one new original world-wide industry which says how it shall be run itself, which shall be free and splendid, protecting the lives that have been yielded up to it, and that belong to it, establishing factories that shall be literally, and every day, engaged in the act of pouring out from their doors upon the life of the world, New Men and New Things. When one looks up to the factory windows one shall think of them together there, The Men and The Things, making and being made together, each after their kind. . . .

All Mr. Lee would do to the millionaires is to quit scolding them and figure out ways and means of calling out their better and nobler selves. He would exercise some highgrade salesmanship and would persuade the millionaires that they would get a great deal more enjoyment out of life by helping others liberate creative energy than by spending money for luxuries and things that moths eat and thieves break in and steal.

Mr. Lee doesn't condemn selfishness at all. He says, "One can be selfish for one, like a baby with a bottle of milk, or can be selfish for two like a new lover, or can be selfish for seven or eight like a mother, or can be selfish for a city like Jean Valjean, or can be selfish and identify oneself, strike up a mutual interest with the daily lives of eighty million people like Alexander Graham Bell."

Booker T. Washington has the right idea. He doesn't go around damning the millionaires. He gets up a good sales talk and persuades them to give him 'steen thousand dollars for Tuskegee. Then Mr. Washington uses the money to help negroes liberate creative energy. You can see how the millionaires are helping the world when



you see it this way. Of course they may employ child labor and their workers may not be paid proper wages, but, don't you see, the time is coming when they will be persuaded that these things do not pay?

The wise reformer is a good salesman. He aims to get the point of contact and then shows the millionaire how he can do something with his money that will give *him* joy. Show even the most hardened millionaire that he will get pleasure out of serving a few million poor folks and he will get his feet tangled up in his effort to get to the strongbox so as to give his money before his chance slips away.

#### No Sale Impossible

I do not think it is impossible to make any sale. There is always a way. There is nothing impossible to a scientific salesman. A mountain doesn't prevent a construction

engineer from building his railroad through. He simply analyzes the situation and then provides the arguments necessary to cut through the opposition.

I believe that science will bring about all reforms and that most of our reform movements are unscientific. Many reformers remind me of folks who run up against a great mountain and think they can beat it down with their fists and by making a loud noise. Success doesn't come to them until an engineer arrives and scientifically tunnels through. Then the folks who choose to can without difficulty get through to the other side and leave the mountain behind them.

Mr. Lee is merely telling us how we can get into the minds of millionaires and the millions who are not millionaires that the greatest work a man can do is to liberate creative energy in himself and in others.

## Selling Talks

BY WILLIAM SHEELE

**M**UCH comment is made upon the extravagant salaries that are paid to actors and actresses these modern times. The stars in the leading productions receive as high as \$500 or \$1000 per week, not to mention the famous operatic singers who receive several times these sums for one performance.

It makes us gasp when we read of such compensation being paid for such comparatively little work. But we are apt to view only the effect without looking for the cause.

Have you ever considered the amount of preparatory training that is necessary before this pinnacle of fame and fortune is attained? Have you ever taken into consideration the weeks, months and years that are spent in arduous, fatiguing study and continuous toil? Then before a play is presented, the many, many rehearsals that must be gone through. Even after the play is pronounced a success there must be a daily rehearsal.

All the world's a stage, says the time-worn proverb, and we are all actors, no matter what our station or walk in life, and there are no "stars" in any field of human endeavor but those who have properly prepared themselves, studied their lines and thoroughly rehearsed their parts.

Which brings me to the point of issue, which is that no salesman can attain success in a high degree who has not given sufficient time and effort to preparation, and who will keep himself at his best by frequent rehearsals and improvement of his selling talks.

It does not require a Solomon to perceive that the salesman who thoroughly analyzes his product or proposition and dovetails his arguments so they fit together perfectly to make a sound convincing presentation is the one who is not only going to make a "hit," but he'll be on for a long run, too.

Why not be a "star" on your stage? No one has placed a limit on your possibilities.

# Leaves from My Order Book

Two Successful Women of California's Glowing Desert and the Lessons in Business and Philosophy They Taught

BY MORTON MAYNE

WHEN I am on the road, there are many things that go into my order-book besides the coveted lists of merchandise my sales manager wants so much to see. And I rather fancy those lists myself, do you know?

But still, I rather think I prize the other things more highly.

You see it's like this: I never pretended that I liked being jack-knifed up in a car seat. Mopping my hands and face on an over-ripe roller towel grades several places down in the list of my favorite amusements. Backing my gastric juice against the kitchen-product of Norah O'Toole, French chef at the Grand Palace Hotel in Hewitt, Wisconsin, does not appeal to my sporting blood. Inspecting the engineering feats of township road commissioners gives me no thrill of joy. But I cheerfully submit to these and other incurable ills of life on the road for three good reasons.

Listen and you shall have them:

First, I need the money.

Second, I get absolutely soused with the intoxication that comes to me when I see the famous dotted line getting bedecked and bedizened by the honest fist of the American merchant. And I coyly admit that part of this is because I know it is such a bully good thing for the aforesaid merchant to lay in a stock of the truly superior line I carry.

Third, I like to call on business men and women of all sizes and complexions and see how they make good—if they do—and why they fail—if they fall down. And when I run across a man or a woman who is doing something worth while, or doing some commonplace thing in an uncommonly successful way, I just jot it down in the most convenient place in the world—my order-book. Of course that means that I have to buy my own instead of using those the house furnishes, so that I can keep them to gloat over afterwards.

And now the editor says he wants some leaves from these order-books of mine, so I pass them along to the rest of the bunch in the hope that they will be as profitable reading as they were gathering.

Mrs. John L. Smythe

DOWN in glowing Coachella, California, lives and works Mrs. John L. Smythe. Yes, that's her real name and Coachella is a real place, too. Just because this is going to be published in a magazine, I don't see why the glory that belongs to the heroine—because that's what she is—should be handed over to a mysterious "Woman with a Mission," or "Mrs. Soandso." Nor do I see any reason for withholding from glowing little Coachella the honor of being her home.

I said "glowing" Coachella, did you notice that?

Well, when you go to Coachella you will notice it still more.

I did. The thermometer inadequately stated that it was a hundred and seventeen in the shade when I was there. But figures can't convey the idea.

Coachella is about a hundred and fifty feet below the level of the sea, in what is called the Coachella Valley, but looks like a tiny artesian oasis in the midst of a desert of brazen sand. All day long the sun beats down into that mountain-girt depression, without a cloud as large as milady's lace handkerchief to temper his beams.

And Coachella glows!

Listen, you incredulous! An egg, set in the sand in direct sunshine, cooks in a few minutes. Water standing in the sun all the afternoon is almost too hot for the hands. Iron, glass, and other good conductors of heat, even in the shade, get so hot that they are decidedly uncomfortable to touch.

Even at night, the bed-sheets and pillows are so hot that they feel as if they would blister the flesh of the seeker after slumber. Many people sprinkle the bed-clothes liberally with water before retiring. The night I was there, one man at the hotel, after an hour or two of broiling on hot sheets, went and took a shower-bath with his pajamas on, then went back to bed, deliciously dripping, and found sleep. Perhaps he learned the trick from the animals, for both dogs and cats soak themselves wherever and whenever they can.

All this is sober fact.

But, in simple justice to glowing Coachella, let me say that it doesn't always glow so ardently. All winter the climate is Edenic. And even in the summertime, the heat is a profitable feature for the hardy people that live there. Under its stimulating power, crops grow with almost miraculous swiftness and abundance, watered from an underground lake of pure mountain water. The earliest fruits and vegetables in the United States come from this section of California.

#### **Big Work of Little Woman**

Well, now, don't get so impatient about Mrs. Smythe. She would tell you that getting worked up over things only makes them worse. But I'm coming to her. You couldn't appreciate her at all unless you knew about glowing Coachella where she lives.

You will kindly take note that I said she lives and works there. Not just stays there in the winter-time, when anyone would be glad to loaf around in the Italian sunshine—and then join the big summer exodus to the sea-cooled coast. She takes Coachella for better or worse, fifty-two weeks in the year—and that's some distinction in itself, for there are not many who can endure the long summer of broiling.

But Mrs. Smythe isn't satisfied just to stick to her job. Although she weighs less than a hundred pounds, she has as much energy as a ton of ordinary human flesh.

Just listen to what she does: She keeps house for her husband and his brother. She takes care of two cows, and milks them twice a day. She looks after that milk and makes most of it into ice-cream. She makes a lot of fruit ices besides. She stands at the soda-fountain in her husband's store and serves the dishes of heavenly coolness that she has made. She helps her husband attend to the post-office, which is in his store, and waits on customers.

But it isn't so much what she does, after all, as the way she does it, that gets her into my order-book. I was in the store several times the day I was there, and Mrs. Smythe always had a crowd lined up at her soda fountain. But she always looked the perfect picture of coolness and cheerfulness. She was quick, but not flustered, pleasant, but not familiar, and happy, always happy.

Now you could almost fall down and worship any creature that served you with a

cooling mixture of any kind when your sympathies are all with Dives, who wanted just one drop of water to cool his burning tongue. But when a composed little woman hands you a big helping of quality ice-cream—well, the angels have to wait their turn. There are other soda-fountains in Coachella—good ones, too, and well patronized, but I prefer Mrs. Smythe's, even if I did always find the biggest crowds ahead of me there.

#### **How She Does It**

"How on earth (I came near saying how in hell, it was so hot) do you manage to do so much work and look so cool and comfortable all the time?" I asked her, pouring ice-water on my wrists and flicking a drop of perspiration off the end of my nose.

"Why, I love it," she said. "I never think of the heat except when one of you men speaks of it, because I am so taken up with what I have to do."

"Is that all?" I asked. It didn't seem to me to cover the case. How could anyone be so interested in his work as not to notice being parboiled.

"Why, yes," she said, "The trouble with you men is that you make the thing ten times as bad as it really is by fussing about it, and telling each other how hot it is. The more you talk about it, the hotter it seems, until you get worked up almost to the melting-point. If you would just keep busy and keep cool mentally, you would be a great deal more comfortable."

Well, I tried it, and it worked.

And I have tried it on a good many other troubles besides the heat, too. And it works on them just as well.

#### **Mrs. M. H. Kennon**

NOT far from Coachella, a little further south, at Holtville, California, there is another woman who is a business builder. And while I am on the subject of the women of the desert I might just as well tell you about her.

The first time I ever saw Mrs. Kennon, she was, with her husband, serving the public in a little refreshment booth at one of the bathing beaches of a suburb of Chicago. The little booth wasn't much to look at, and there were not many bathers at that beach, but every one who did sit down to one of Mrs. Kennon's tables was made to feel that the whole place, and every one in it, was

there for his especial benefit. That made him go often, and Mrs. Kennon did well despite her small territory.

Some years later, I felt the same home-like atmosphere in a little restaurant in San Pedro, California. I investigated, and, sure enough, Kennon and Wife were the proprietors. Nor was I surprised to learn that they were doing well.

Then I missed them from San Pedro, but the next summer I found them again at Holtville—hot Holtville. Imagine a crude little pioneer town, huddled in a haze of burning dust, connected with the great world by a spur track of railroad, owning an indomitable spirit and a great future, and you have Holtville. I thought that I had reached the acme of discomfort when I got off the motor at Holtville. And then I drifted into the Kennon restaurant. What a relief!

#### Just Makes Folks at Home

Even there, with everything against her, Mrs. Kennon gave her domain that indefinable air of homelike comfort that gripped her customers to the place like flies to a molasses-barrel. Business men, big and little ranchers, railroad men, commercial travelers, tourists—everybody who was wise to the Kennon restaurant went there for his meals. There were the big hotel and two or three other restaurants, some of them more pretentious, but the people stood patiently in line at meal-time, for the sake of eating with the Kennons.

They told me that they had increased their capital ten times out of the profits of the business since they had opened up six months before. Now that is business-building with such a whooping speed that I began to look for the reason.

And I found it in a half hour's talk with these two Real Folks.

Get this, you who want to make money:

They were a great deal more interested in serving each customer well than they were in making money.

They needed money. Yes, they owned up to that, but they both of them got real pleasure out of making everybody feel at home. To them, everyone that came in was looked upon, not as a customer upon whom a profit could be made, but a personal guest, who could be made to feel comfortable and glad he was there.

You know the restaurateur who comes around with his professional smile and pesters you with his obsequious question, "Is everything all right, gentlemen?" You would like to punch his head, but you don't. You just twist your face into a sickly grin and assure him of the all-rightness of "everything," which is highly optimistic of you, to be sure.

Nothing like that about the Kennons. You could as easily imagine your mother coming around, bowing and smirking, and trying to show you that she was glad to have you at home by such a fool question.

They don't try to make you feel at home.

They just make you at home.

## How Best to Talk the Goods

BY W. D. LEGGE

**T**HERE is one way to convince your customer, that is, by the way you talk. A good big generous half of salesmanship is in this same talking problem. Talk—that is, good talk—doesn't happen.

When you see a particularly well written convincing piece of advertising matter; when you hear a salesman exploiting his goods till your fingers tingle him money—that talk didn't happen. No. That advertising writer—that salesman doesn't "make it up as he goes along." That easy-flowing, convincing language has been worked for; each word

has been weighed and placed and tried out and tested. If it convinces you it does so because that conviction has been planned—planned just the same as you planned your new store building.

There's a good deal to this subject of talking points. So much to it, indeed, that the biggest firms keep a man at work writing and re-writing their talking point lists. One good point may be the difference between big success and bankruptcy.

Your suppliers, then, are the ones to look to for a good share of the points which you are to use in talking the goods. The

firms from whom you buy build their entire sales campaigns upon good sales points.

#### Good Use for a Catalog

Open a catalogue at random and the page bristles with good arguments.

All advertising matter, booklets, circulars, circular letters—even posters and hangers—have talking points by the score.

Before you throw your old catalogues away, go through them with a blue pencil and mark the best claims made for the goods. Then turn over the bunch to an employe some slack day and have him arrange them according to some definite plan.

The best grouping will be that under the various items handled, with subdivisions under those heads. For instance, under "Carpets," classify the points so as to bring out "how made," "quality," "special features," "advantages over others."

In a year's time you will have a talking-point book that can't be beat. That catalogue of selling points will have uses which you never anticipated.

When you hire a new salesman, put him to studying the talking-point book.

When you want to write an advertisement, turn to the list of talking points. The same way with letters. A sales letter will almost write itself when you have a few hundred talking points to remould. Then when you get out your catalogue, there's the talking-point list again.

Don't be afraid to refer to your list, and to have your employes refer to it.

When the facile prospect asks a searching question, just say:

"Wait a minute! I want to read you what the makers of this article say. Mind you I don't say it with my \$10,000 capital; the great concern which makes this—having a capital of a million dollars—backs this statement that I now read you."

Then you get your list and read it and explain it as you read.

#### Study Your Talking Point List

Keep in close touch with your talking point list. It will give you ideas for every sale you make. Your salesmen will stop saying "fine goods" but will say why the goods are fine—and prove it. And when you get the men who sell your goods to give reasons you boost sales. Reasons get results.

Lastly, there's a big reason for studying talking points. Your business makes a success just in the proportion that you talk it. The reasons why the average man in your country should buy of you, what are they?

New store? Bright stock? Pleasant salesmen? Good. Then talk those reasons—make them the keynote of your business.

Swing the trade on these pivots. Don't repeat them in the same way. Vary the story.

You meet Bill Jones on the street. Bill's nephew is one of your salesmen and is doing well. You say to Bill: "Got a splendid salesman in the store; he's doing fine. Drop in some time today and see if you can pick the man."

So it goes; selling the goods is half in the use of right talking points—sometimes more.

## What Makes a Salesman

By E. C. SIMMONS, President the Simmons Hardware Co., St. Louis

**T**HE qualities of a salesman have been so often written up that it seems superfluous to recite them, but in simple language I would say he must be "As wise as a serpent and as harmless as a dove."

He must have capacity, health, industry, integrity and be an early riser.

Industry is essential because no man can possibly succeed in large measures in the hardware business—wholesale or retail—

unless he is a worker. It is a business of such great detail that he must work hard—real hard, or go to the "financial graveyard."

Health is necessary to enable him to do the work required, and integrity must possess him, because if he is untruthful, he cannot command the respect and confidence of customers, and without that his success will be small.

To these qualities must be added tact and diplomacy.

He should never contradict a customer—it never pays—one may differ pleasantly without contradicting.

He should be a good mixer and cultivate such habits of thought and conversation as will make him a welcome guest wherever he goes, and the better posted he is on general topics outside of his business, the more business he will do and the more successful he will be.

I would impress upon your minds the great value of good "small talk" properly applied, as a most important help to any salesman. I mean this to apply to the retail sales, as well as the road man.

### A Good Definition

My favorite definition of a good salesman is "one who helps his customers to prosper," and if the retail merchant does not prosper, how impossible is it for the manufacturer, jobber or the salesman to prosper—the interests are so interlinked that they are identical; hence I say that a salesman who is not truthful, or who does not try to do his level best for his customers at all times under all circumstances or who is tricky or guilty of sharp practices, is a fool.

One of the best salesmen I ever knew gave me this reply to my question as to what he considered of first importance in selling goods:

"Know 'em and show 'em."

There's a whole sermon in these five words. Know your goods and show them intelligently.

I recall an incident of only a few years ago, when I went into the store of one of our customers, and found him on a ladder counting, or taking stock of his tinware. He greeted me with a "Good-morning" and kept on with his work; that was all right, but a few minutes later two ladies entered and he called down to them from his ladder, "Well, what is it this morning?" One of the ladies said, "I want a six-quart milk pan." He replied, "We haven't any," kept on counting his tinware, and the ladies went out. Such a merchant can never

succeed. This man failed within two years.

There are so many kinds of salesmanship, I cannot attempt reference to any considerable number of them, but I earnestly recommend to you to meet and welcome—by personal contact—all of your customers when they enter your store. A cordial grasp of the hand and welcome—"How are you, John; how's the wife and babies; is the grey mare over her lameness yet, and how's the farm work getting on?" etc., etc. is worth more than all the low prices you or your competitor have offered.

### Getting in Touch with Customers

A friend of mine started in business in Minnesota, and was not successful. He came to me and asked if I could tell him what was the matter. I replied, "I can't tell, but I will come up and look you over—maybe I can tell then." I did so, and found he was spending most of his time in the back office, figuring on how to buy something two and one-half to five per cent cheaper, and working on his books.

I said, "Get out of this—get you a small flat desk—put it near the front door—greet all your customers—tell them you are glad to see them—ask what they want, and then call a clerk to wait on them. What you lack is general contact with your customers.

"You are trying to make two and one-half to five per cent in your buying while you are losing thirty-three and one-third to fifty per cent in the selling end." He followed my advice and is today a rich man, and often says he never got a start until he put his desk by the front door.

I plead for higher ideals in our business; better methods; a close regard to living by the strictest conception of the meaning of the words integrity, truth, and fairness. I wish that each and every one of us might so live as to uplift and ennoble the business, so that when we shall have crossed the Great Divide, it may be truly said of us that the business in which we were engaged, and the world at large, is better for our having been in it.



# The Salesman's Duty to His Customer

BY LUTHER D. FERNALD

**T**HE salesman's duty doesn't end with the sale of a bill of goods and the catching of the next train to repeat the process.

That's the "drummer's" duty.

And the word "drummer" has pretty nearly gone out of the vocabulary because the mere "drummer" has pretty nearly gone out of business.

It's a salesman's duty to study a customer's needs and opportunities, and seek to satisfy those needs and opportunities with his goods.

And his duty is, as well, the salesman's opportunity.

For the goods have got to move at retail before more goods can move at wholesale; repeat orders can't come until first orders pay. And mighty few businesses can exist on first orders alone.

It's the repeat orders that pay; and the efficient salesman gets them.

Goods are repeated on the salesman's order sheet if they aren't repeated on the customer's inventory sheet.

The conscientious (and wise) salesman is his customer's friend. He not only sells the retailer goods, but shows him how to sell them.

The retailer's problem is "What can I sell?"; not "What can I buy?" He can buy anything he wants; but he wants to buy only what he can sell at a profit.

The salesman knows that the merchant buys goods for their selling potentiality—nothing else; and he's just as much dishonest in inducing a customer to buy what he can't sell, as in inducing him to buy shoddy when all-wool is what's wanted and expected; the retailer is tricked when he is sold what he can't sell.

So the salesman serves his customer in proportion as he gets him to buy what he can sell.

And so the real salesman isn't satisfied with merely getting his goods on the merchant's shelves; he sees to it that they get off those shelves, at a profit to the retailer, into other people's hands, to make room for more goods which he can sell the retailer at a profit to himself.

---

# The Power to Choose and How to Develop It

BY C. M. FALCONER

**T**HE disciples of Darwin tell us that, in the process of evolution, the Will was the last faculty to appear.

Whether we accept their whole theory or not, the fact remains that Man is distinguished from other animals by the possession of the power to choose between two or more lines of conduct and put that decision into execution; that this faculty is capable of unlimited development; and that men are distinguished from one another, on final analysis, solely by the degree to which they have trained their Wills to decide and act effectively. That is to say, back of every success that was ever achieved you will find a strong Will, and back of every failure a weak will.

The man of weak Will may be blessed with all the other advantages it is possible

to give him, he may have the wealth of a Rockefeller, the strength of a Hercules, the symmetry of an Adonis, the intellect of a Newton, the soul of a Lincoln; but could such a man lack will power, he will make very little out of those resources: while the man of Will Power, of indomitable strength of purpose, will not only make the most of what he himself has, but will bend others to the execution of his plans.

How, then, may the Will be trained?

Like all great laws, this is so simple that anyone can understand it, and so easy, when understood, that anyone can do it.

The Will is a curious faculty. Though it dominates every other faculty *singly*, yet, together, all the others control the Will.

Indeed, I may say that they constitute it; for the Will is in many respects a sort

of product or distillation of the other faculties. This is evidenced by the fact that any fault in body, mind or soul reacts upon the Will, and the strength of the latter increases in proportion as the other faculties are well developed and harmoniously related. And the condition of harmony is more important than separate strength.

If you are afflicted with either of the two diseases of the Will—which affect us all at times—if you execute too hastily or defer action until too late, turn the searchlight of analysis upon yourself.

Find the guilty negatives and get rid of them, work for unity in your personality, so that your whole mental, spiritual and physical personality will respond to the commands of your will, instantly.

A little clearer perception, a little better memory, a little more imagination, courage, faith, loyalty, true ambition, love, bodily strength and health, but principally good judgment or its less formal equivalent, common sense.

Don't worry about your will, and don't waste your time over useless so-called "exercises."

Get your exercise out of your work, or you will derive very little benefit from it. You can't strengthen the Will by directly trying to, but by working earnestly and persistently in the substitution of positives for negatives, you will find that the Will automatically responds.

That is the whole secret of developing your power to choose.

## Sales Letters

BY JED SCARBORO

**T**HE man who writes an effective sales letter must, first of all, have a keen appreciation of business relations, conditions and the customs peculiar to the business about which he is writing.

The basic questions in his mind should be:

"What manner of man am I addressing, what do I wish him to do; what shall I say and how shall I say it to secure his action?"

Too often this order of procedure is reversed with a resultant letter about as logical as a nightmare after a lobster supper.

Then again, we have the fellow who focuses on grammatical construction, who is almost certain to stumble over the facts and disarrange and weaken his arguments. Of course, he will turn out some beautifully rounded sentences but they are likely to be so round and so smooth that they will roll through the readers' mind without a ripple of results. Mere academic rhetoric does not persuade; men do not buy goods or pay their overdue bills because of a bunch of euphonic sentences gracefully strung together.

Varnish will not turn spruce pine into quartered oak.

The thought's the thing.

### Gumption vs. Grammar

Hard-headed business men never mistake grammar for gumption.

Good English is merely the varnish for sound reasons and should not cover the grain of the thought any more than a coat of shellac should cover up the natural grain of a piece of hardwood.

The warm, personal element which gives force to a letter should never be subordinated to grammar but rather should work along with it; for we all know that a truth gains in clearness and force by being expressed in good clean English.

But, mind you, the really successful letter writer will not hesitate to kick a grammatical rule aside, as he would an obstacle in his path, if it stands in the way of utility.

The business writers of this country have scraped more grammatical barnacles from the language than any other set of men.

An old sales manager once said, "The diction of a Milton unbacked by personal force and hard-headed logic, won't sell Bill Jones a top buggy, and what we want is Bill's order."

A stilted, picky, unnatural, self-conscious style in letter writing grates on the reader's nerves and arouses antagonism if it does anything. The reader instinctively feels that the writer sprinkles his importance over every paragraph and nobody warms up to an important man any more than to a full-armored hedgehog.



As a matter of fact no sane correspondent intends to create such an impression; it all comes about as a result of slavishly following precedent.

What really counts now in sales letters, or any others for that matter, is personality and the warm-blooded human touch. These qualities are working capital in any department.

### **The Letter Represents the House**

The knowing correspondent today counts his words and picks them out as carefully as if they were so many precious stones to be set in a jewel. His aim is to cut out every word that might hamper the reader's quick understanding of his message and select only those forceful, magnetic words of action which have penetrative as well as persuasive powers.

He studies his man and looks closely for his vulnerable spot as Teddy studied the tough-skinned beasts of the African jungle before passing the pellet.

He regards his letter as a personal representative of his firm and studies to make it such as will do credit to the house. A progressive business man would no more think of sending out a careless, sloppy letter than he would think of sending out the janitor in a "jumper" to represent his house.

A poorly dressed and poorly expressed letter is under a double handicap at the start—it arouses prejudice if not suspicion.

Every letter that goes out makes an impression either for or against the firm sending it, and the wise business man knows that

making good impressions is like putting his money in a bank which compounds interest and throws in a few fat dividends besides.

### **Futility of Polish and Ornament**

A correspondent with the training and instinct for salesmanship plus writing ability, can foresee results and probable impressions and can pretty nearly know, beforehand, how the other fellow is going to take his letter talk.

So many writers have that mortal dread of plainness, simplicity and directness that they simply can't get down to essentials and say things with a ring of sincerity. As a matter of fact, wordy preliminary and an attempt at elegance of expression often give the impression of insincerity.

A polished style is often regarded by plain common sense people as the trade-mark of a polished liar. Business letters are not literature any more than the salesman's talk is oratory. If they sell goods and help to hold customers, nobody cares how plain and prosy they are.

It takes just about nine parts of judgment to one of writing ability to produce a good sales letter. The successful letter writer is necessarily a closer student of man than he is of methods and merchandise. He knows how to be brief without seeming blunt, how to be direct and crisp without being crusty, how to be cheerful and chatty without being foolish or flippant. In short, he knows how to leaven his letter with the human element that makes all the world blood relations.

---

## **Sing the Song of Service**

Sing the song of service;  
Pocket full of coin.  
Grape fruit for breakfast;  
For supper, tenderloin.

Sing the song of service;  
Heart so full of joy,  
That no matter what your age,  
You feel just like a boy.

Sing the song of service,  
Time action to its tune;  
And life's as full of sunshine  
As a day in June.

Sing the song of service.  
Live a life of love.  
Then you needn't worry  
About the "home above",

# Profit-Sharing—An Outline

Some of the Disadvantages that the Present Wage System Works to Employer and Employee, and How Some People Have Overcome Them.

BY MARON WATSON

*This article does not commit The Business Philosopher to the doctrine of profit-sharing. It is simply offered to our readers, both those who buy labor and those who have it to sell, for their consideration. It does not seem to need argument to support the statement that the present wage system is unsatisfactory to both parties to the transaction. There have been cases in which profit-sharing has proved a failure—its advocates say because it was not given a fair trial. And it must be admitted that there have been other cases in which it has proved a success—notably the Proctor & Gamble factory, at Ivorydale, Ohio; the N. O. Nelson Works, at Le Claire, Illinois; the Bon Marche, in Paris, France; the International Harvester Company, with factories in a number of cities in this country; the Rochdale Stoves, in England and America; and other institutions. The situation presents a vital problem. Here is one of the solutions propounded. It is worthy of consideration.—Editor's Note.*

**T**HE earliest form of labor was the labor of each man for himself and his household. The entire product went to the laborer, who was at the same time capitalist and manager of the enterprise.

As society advanced a step forward certain men acquired more land than others and were obliged to hire those less fortunate to aid them in the cultivation of their farms, vineyards or orchards, or in tending their flocks and herds. The obvious and natural reward for that labor was a sharing of the product. Food and clothing for the laborer and his family were supplied from his share of the products of his employer's fields, flocks and herds. If he had any left after he had fed and clothed his family, he traded it for materials from which to build a house.

With the beginning of manufactories, the sharing of product became impracticable. The laborer who made shoes, if paid in product, would experience annoyance and loss in bartering his shoes for the necessities of life. Hence it became necessary for the manufacturer to reward his employees with some convenient, easily portable article of nearly fixed value, readily received by farmer and tradesman in exchange for their products.

Money thus came into use and with it the wage system.

With the wage system came a change of the basis upon which the amount due the employee was computed. In the primitive product-sharing days the laborer was rewarded according to the success which had crowned his efforts. If his labor produced much, he received much; if little, he received little.

Under the wage system he receives a fixed compensation for each unit of time spent in labor regardless of the success of the enterprise in which he is employed, in which success his energy, care, skill and faithfulness are large factors.

At first this system seemed to be perfectly adapted to both employer and employee, but as time passed difficulties began to arise. The wage system was found to be detrimental in many ways to both employer and employee.

Let us consider some of these disadvantages.

First, to the employer.

1. *Decrease in quantity and quality of product.* An employee, receiving a fixed wage, has a tendency to slight his work, to do as little as possible, since he has no interest in increasing the income of the concern. This tendency has been partially remedied, in some branches of trade, by the introduction of "piece work," or the paying of employees according to the quantity of their product. This naturally causes the employee to hurry through his work in order to increase his product, and, in that way, his earnings. The quality of the output consequently suffers.

To overcome both of these tendencies under the wage system, employers have been obliged to pay large forces of men to supervise the work of the employees, which causes the second disadvantage in the wage system.

2. *Increase in cost of supervision.*—This supervision is also necessary to mitigate or prevent another large loss to employers.

3. *Lack of economy in use of materials and implements.*—The employees, not hav-

ing a direct interest in the profits of the factory, become lax in their methods of using materials and careless, unless closely watched in the use and proper maintenance of costly tools and implements. This is a great source of loss to the manufacturer.

4. *Loss through disagreements with employes.*—Strikes and lockouts from discontent of employes under the wage system cost employers millions of dollars every year. This phase of the subject is thoroughly familiar to every reader of current history.

To the employes, the wage system is chiefly disadvantageous on account of the discontent which its many unjust phases breed. Among these are:

1. *The leveling down of wages.*—By the payment of a fixed sum to each employe doing a certain class of work, the employer is forced to pay a wage which will represent the earnings of an average workman. The most productive men thus earn over and above what they are paid, a sum sufficient to pay the least productive men over and above what they earn.

The productive employe, thus robbed to pay the incompetent and the lazy, becomes discouraged, and his efforts lag.

2. *Enormous profits of employers not shared.*—The industrial world today is creating fabulous fortunes among the employing classes, while the laborer, although somewhat better paid than formerly, feels that he does not receive a fair share of the profits in the making of which his labor is important.

"The rich are getting richer and the poor are getting poorer," they cry.

The first part of the cry is true, but the second is not. However, the laborer feels, and rightfully, that he is not getting richer in proportion to his merits.

3. *Losses through strikes and lockouts.*—The discontent in the heart of the workman, caused as above stated, has been fomented and increased in many instances by lawless and unwise action and speech of agitators and so-called walking delegates.

It has resulted in the formation of "labor unions" which have assumed control of the employes in nearly every industry.

In obedience to the behests of the agitators, who organize and control these unions, strikes and lockouts have occurred which have cost the employed classes many

millions of dollars and have brought them practically no benefit.

To cure the evils of the wage system, various remedies have been tried.

Co-operation, that is the establishment of an industry in which every laborer is also a capitalist and a manager, has proved to be a failure. Experience has proved the necessity of a high-salaried manager, or captain of industry. The giving of each employe a voice in the management of the enterprise has, almost without exception, proved to be disastrous.

Profit sharing has been given a thorough test in more than one hundred of the most successful concerns in the United States and Europe, and has, in nearly every case, proved to be a more or less complete success.

In order to understand perfectly what *profit-sharing* is, let us look for a moment into the conditions of the industrial world.

There are three factors in the production of wealth, namely, capital, management and labor.

Each receives from the proceeds of the business, first a fixed sum. The capitalist receives the interest upon the capital invested, the captain of industry receives his salary and the laborer receives his wages.

If the business is a successful one, there still remains from the proceeds a certain profit.

Under the wage system, this profit goes either to the capitalist or the captain of industry, or is divided between them. The laborer receives no share in it.

Under the operation of an efficient system of profit-sharing, it is planned to give the laborer his proper share of the profit. In other words, it is planned to form a labor union between the capitalist, the captain of industry and the laborer and to do by brotherly love and mutual aid what has never been done and can never be done by hatred, strife, jealousy and mutual plunder. The interests of employer and employe are one in theory. Profit-sharing made practical by the infusion into it of the Golden Rule will make them one in practice.

The laborer who expects a share of the profits of an establishment will put forth his very best endeavor to increase both the quantity and the quality of the output. He thus increases not only his own income, but the income of the employer and the capitalist.

Realizing that waste of materials and abuse of tools and implements will mean a deduction of his profits, the workman will sedulously care for both.

The employe, being thus careful for the interest of the business, will need but little supervision. He will, on the contrary, keep a friendly eye upon the work of his fellow-workman in order that the sum to be divided may be as large as possible.

Under a system of profit-sharing, strikes, lockouts, boycotts and blacklists, which

mean the loss of such colossal sums to employer and employe, will not occur and the millions will be saved to be divided between the three factors in industry.

The system of profit-sharing has not only experience to recommend it, but some of the greatest of modern political economists have declared themselves highly in its favor. Among them are such men as Babbage, John Stuart Mill, Prof. Jevons, Prof. Fawcett, President F. A. Walker, Paul Leroy-Beaulieu and Gilman.

## The Live Merchant Asks Himself

BY GLENWOOD S. BUCK

Have I found a way to cut expenses?  
 Have I cleaned up any of the old stickers?  
 Have I used enough for leaders?  
 Have I seen that the store is kept clean and in order?  
 Have I marked all the new—and old—goods in plain figures?  
 Have I done anything to get new people into the store?  
 Have I given my advertising and show windows proper attention?  
 Have I overstocked on any article?  
 Have I really placed my orders where price and quality are best?  
 Have I explained the talking points of the goods to the sales-people?  
 Have I been pleasant to every one today?  
 Have I made plans for a better day tomorrow?  
 Am I a better merchant—and a better man—than I was yesterday?

## Another Salesman's Creed

Someone whose name is unknown has done good work in writing this creed. Even though credit may not be given him here he at least can be assured of the thanks of those who are given more confidence to do better and more efficient work on the road:

I believe in the goods I am selling; the firm I am working for; and in my ability to get results.  
 I believe that honest goods can be sold to honest men by honest methods.  
 I believe in working; not weeping; in boosting; not knocking; and in the pleasure of my job.  
 I believe that a man gets what he goes after; that a good deed done today is worth two deeds done tomorrow; that no man is down and out until he has lost faith in himself.  
 I believe in today, and the work I am doing; in tomorrow and the work I hope to do, and in the just reward which the future holds.  
 I believe in courtesy and kindness, in generosity and good cheer, in friendship, in honest competition.  
 I believe there is something doing somewhere for every man ready to do it.  
 I believe you can be converted to my ideas.  
 I believe you are ready right now.

# What Right Have You to Judge

BY HERBERT KAUFMAN

What have you made of yourself? What have you done for the world? Whom have you helped on the up-road? What sacrifices have you endured, to justify the right to claim principle? How many times have you resisted the sale of your honor? How often have you kept your word rather than keep an unfair dollar or take an unfair advantage?

Is society any better for your birth? Have you added to the welfare of others?

Suppose you drop the blinders of conceit and take a squint in the mirror of self-revelation. And while you're at it get a good look. See your weaknesses and acknowledge them. They're bound to be found out by some one else because the biting acid of life will sooner or later eat away the plating of hypocrisy and let the real brass of your nature peep through.

**WHO ARE YOU THAT YOU HAVE THE RIGHT TO JUDGE ANYBODY?**

Is your own past so spotless—has your own record been so pure that you're qualified to condemn any man or woman in the tribunal of your complacency?

Have you known hunger and privation—has your heart been torn and your soul worn by the pressure and the grind of misfortune? Have you been put in position where temptation cried out with a thousand tongues while necessity knouted with a hundred lashes? Are you so just, so all-knowing as to determine how any man or woman shall act?

Circumstances are so peculiar, combinations of events are so mis-leading that every wheel in the machinery of justice is set to clog at circumstantial evidence. The juryman, recognizing that his verdict will bring a definite result—that it will send a man to his death or deprive him of his freedom and destroy his good name—argues and pleads and fights with his associates over every doubtful point in the testimony rather than go through life with the responsibility of condemnation.

But what of the countless times when the name and reputation and character of men and women are disposed of by a word of thoughtless slander? Do you stop then and weigh evidence? Do you demand proof and fact? Do you pause to consider what motive may lie behind the initial accusation? Do you seek to trace its cause? Do you ponder over the probable consequence of your gossip? **YOU DON'T.**

It isn't because you wish to hurt nor because you are really malicious, but because you don't visualize the consequence of your thoughtlessness—because you don't see the definite outcome of what you are doing, because the picture of a "prison cell" doesn't rise up before you and make you pause and sober before you speak.

The charity that you spell in dollar marks is minor alms. Give of your heart, give of your understanding, of your gentleness, of your forbearance.

**DON'T JUDGE.**

First of all because when it is your province, your own weaknesses should plead for forgiveness of another. And secondly, because it's usually none of your business to stick your nose into affairs that don't concern you.

Copyright, 1909, by Herbert Kaufman.

# The Man Who Boosted His House

BY FRANK M. CHESTER

*This article is merely a copy of a letter addressed to the George H. Eberhard Company of San Francisco. It not only contains much that will help other salesmen but it shows that the methods employed by George H. Eberhard, sales manager, to develop the powers of the men under him pay big dividends. Mr. Eberhard is not only interested in getting orders but wants his men to build themselves and at the same time build business. He realizes that there is a great difference between business-getting and business-building. —Editor's Note.*

I HAVE long observed that the average salesman, in fact, the majority of employes around the stores that I visit, have nothing especially good to say about the concern they work for or represent. I have talked to dozens of them and there seems to be, with the majority, an undercurrent of ill feeling. Most of them are going to quit just as soon as they find what they are looking for. They pass this along to others and often the salesman tell their customers.

My idea is that a customer is influenced in proportion to the amount of enthusiasm a salesman evinces for his line and the house that he represents, and with this idea in mind I have been doing a little experimenting on my own account.

Day before yesterday I had an excellent chance to demonstrate the value of this theory from a practical standpoint of securing an order. I met one of these boys that have been educated to believe that it is treason on the part of any house or manufacturer to concentrate on its goods and talk their respective merits. He was distinctly a catalog customer—one who likes to leaf through the book and his want list and know nothing particular about what he buys except what he himself thinks of the articles in question.

I started in by talking about the men of our house. I told him what they had done for me personally, something about their business philosophy, something about the idea of what they were trying to do for their customers by trying to make them understand the various lines of goods they were selling. I told him of the pleasure I experienced when through our efforts we had shown a dealer how to increase his sales, profits, etc. I followed this idea of our business philosophy to a point where the man asked me if I were a member of the firm.

I promptly answered "No," and also told him how long I had been with them and what I hoped would eventually happen. Well, the answer was, 'Your outfit must be a — good bunch and I am going to tie to them as an experiment on what you handle.' I think in this instance I rather overdid the idea, but I got the order and certainly made a friend for the House.

I believe that there is a novelty attached to this idea of making it a business to boost the House, as I have never heard of anyone's doing it among the country dealers anyway. It is bound to inspire confidence in the mind of the customer for the reason that he sees how we feel about the proposition ourselves.

Another thing, I fully realize that our company is conducted along lines different from any other concern.

The profit, of course, is your major object for being in business, but I have to hand it to you as being in a class by yourselves when it comes to the human side of the game. I can review the past and see where you have always consistently followed a determination to develop all there is in every man that surrounds you and by this I mean financially, physically, mentally and morally.

Every one of us should take pride in the fact that we are one of as clean a bunch of fellows as can be found in any concern anywhere. What is more to the point, we should conduct ourselves in a manner that will reflect credit on ourselves and the entire aggregation. We owe this to each other and the company, as a company!

Most of us have been associated together for several years and we have been, in a way, working individually. It is evident that we now believe in what we are doing, else there would have been a break in the ranks long ago. Therefore, it strikes me that the time has come for all of us to make a greater effort to be equal to the plan and to let

others know how we feel when working for the common cause.

I am free to admit that in my experience in the East and on the Coast, selling goods of all kinds, I have at times fallen into the same rut that the average salesman I mention is now in, and I suppose that the rest of the boys have done the same thing in the past, but inasmuch as we live and learn, it is perhaps well that we should experience the feeling and get it out of our system and then go after the right idea and boost it hard.

### **Taking the Initiative**

BY S. ROLAND HALL

HE man who sits at home with folded hands waiting for acquaintances to get him a job that pays a salary greater than the one he is receiving and that affords opportunity for quick advancement is more than likely to become disappointed. He may be in a town of five or ten thousand population and may want a position in Chicago, Philadelphia, Boston, St. Louis, or some other large city. He does not see why it is not possible for acquaintances or an employment bureau to clinch an offer for him in one of these cities before he leaves home. He does not reflect that in every large city there are usually a number of applicants right at hand that the employer can interview, and that if he is to compete with these applicants he must be on the ground, too.

Hunting a job is much like other kinds of hunting. The hunter must be ready to take chances and go where the game is likely to be. He must be supplied with the ammunition to "make good." He must hunt for trails and run them down.

Only a few employers will propose to the applicant to come on for an interview at their expense. If you think that the opportunity is what you want, move and move quickly. All the world loves a hustler.

If you are not giving up much, don't be afraid to go on for a month on "probation." Employers don't like to tie up with contracts

and promises when they know little about your ability and temperament, but they find it hard to turn down the man who volunteers to prove his ability.

### **Settle it Now**

BY LUTHER D. FERNALD

**I**F you will teach yourself to do *now* what you mean to do, you will have solved the most difficult of the many problems of success.

This motto, which hangs in the outer office of Maurice L. Rothschild, the big clothing merchant of Chicago, is one of those that really set you thinking.

I'll wager that you remember it—that some time today when you're saying to yourself, "Well, that can go over till tomorrow," you catch yourself thinking:

*If you will teach yourself to do NOW what you mean to do, you will have solved the most difficult of the many problems of success.*

And you will do it *now*.

Gradually you will find yourself doing things right away instead of putting them off. And you will be surprised to find how much easier it is to get your week's work done by closing time on Saturday.

Instead of tackling a problem once and *almost* disposing of it, and then leaving it to get cold, and repeating the same performance several times, you will find that it only takes just a little more effort and sticking to it *the first time* to put it through.

You'll be surprised at the way unfinished work ceases to pile up; at the way your judgment improves in accuracy and dispatch; at the increase in your working and, hence, earning capacity; and at the doubled pleasure you get out of this business game when you get the efficiency that handles most things just *once*, and by concentration on the *one* thing at a time gets many things *done* in the day's work.

"Do *now* what you mean to do."



## Getting Back the Lost Customer

By J. T. PURVES, of the Creamery Package Manufacturing Company, of Chicago, in "Team Work"

**A** LOST customer is one who is dissatisfied; dissatisfied with the house, the goods, or the salesman.

As a salesman your first move is to find out in which of these divisions the trouble lies.

If you know this before you call you are better prepared to meet and answer all his objections. If, however, you do not know the trouble it will not take long to find out after calling. If it is the house or goods he will not be backward in telling.

When he gives you no definite reason for his discontinuing buying, put it down that the trouble is with yourself, the Salesman. If with yourself, you must be frank enough to acknowledge your fault.

I believe the salesman, who is strong enough to sell the lost customer, is student of human nature enough to know where the fault lies, when with himself.

During the interview you must be firm and hold your ground and do not lose your temper, or contradict the customer in the statement of his troubles.

Remember that each objection is a point upon which you can talk on the very thing he wants to hear about.

Make each objection the basis of a happy, pleasant, convincing argument; there is always a good and happy reply for any objection; if you use your mother wit to find it.

A hard luck story may win a moment's sympathy, but it never develops respect or gets the order.

Salesmanship is the knowledge of how to present the facts about your goods, your house and yourself. I do not mean that you should tell your life's history or your troubles to the customer, but your personal appearance and pleasant manner should be such that the customer can read prosperity and happiness in your make-up.

If, after you have done your very best, and you have not been able to make a sale, do not be discouraged, You have at least

been able to locate the trouble and received information that will be of value to you and the house, that will help make a sale later.

When you get back to your hotel, write the house, giving them all the particulars and suggestions you can regarding the case. They are then in a better position to take up the matter and assist you, in fact, this is where good "team work" comes in, where every one interested is doing his best to secure, please and keep the customer.

I have a case in mind that will illustrate this—one where we sold the lost customer by good persistent "team work."

This lost customer had a grievance against the house.

The first time I called after this trouble he told me it was a waste of my time and the company's money calling on him, as he would not do the business with the C. P., being satisfied with the people he was then dealing with.

I saw it was no use trying to sell him in the frame of mind he was in towards the house at that time. I did not press him to buy, but did all I could to find out the trouble. Then I wrote the house and the "team" at the office got busy.

I called regularly on this lost customer on every trip for a year, before we sold him.

The day I took his order, I found him dissatisfied with a shipment he had received from the people he had been doing business with.

I said nothing about the other firm's goods, but opened up my catalogue case and showed him my line and received a nice order. He has been a customer ever since.

I feel sure persistent "team work" played an important part in getting this lost customer back.

After all is said, it is the personality, enthusiasm, stick-to-it-iveness and pulling together of the composite salesman (the team) that sells the lost customer.



# The Salesman's Twelve Commandments

By H. P. WARTMAN, Assistant Manager, "Campbell's Soups"

1. *Thou shalt have no other line before thee.* No man can serve two masters—nor can any man handle two different lines and do justice to both or to either.

2. *Thou shalt honor the House thou representeth* that thy days may be long in thy happy association therewith.

3. *Thou shalt be ever alert—ever vigilant.* The plodder often gaineth his ultimate object but the hustler gaineth it first, and time is money.

4. *Thou shalt be honest with thyself.* Thy value is according to thy sales and that which thou doeth not today becometh an added burden to thy duty of tomorrow.

5. *Thou shalt be thorough* and not turn thy back upon additional business which thou mayest gain in this town for the sake of what the future may perhaps offer in that. All good money is legal tender and a bird in hand is worth two in the bush.

6. *Thou shalt believe first in thy line, secondly in thyself.* Confidence begetteth enthusiasm and enthusiasm hath a monetary value as soon as it becometh contagious.

7. *Thou shalt not bear false witness* against thy neighbor's line. A lie returneth and stingeth like a serpent when thou knowest not, and much discourse is but an advertisement for thy competitor.

8. *Thou shalt speak no further of thy line than thou knowest to be the truth* for mayhap thou wilt return again. Better that thou shouldst secure another line than misrepresent the one thou hast.

9. *Thou shalt not labor by night* as well as by day. A good salesman is more to be desired than a "good fellow." Thou shouldst remember that thou art only one man and that many things of this life are made faster than they can be disposed of.

10. *Thou shalt not take upon thyself the office of "Weather Reporter."* Thy House probably subscribeth to the services rendered by the Washington Observatory and also readeth the "probabilities" in the daily papers. Nor shalt thou inscribe innumerable pages of hotel stationery to explain to thy House "How it happened." The quickest letter to write and the easiest and best to read is "Enclosed find orders."

11. *Thou shalt adopt "Excelsior" for thy watchword* and be satisfied with what business thou hast done—only when thou hast done a little more. Success begetteth success and nothing succeedeth like it.

12. *Thou shalt observe the "Golden Rule,"* remembering that a "soft answer turneth away wrath" and that "more flies may be caught with molasses than with vinegar."

An' ye do all these things, then shalt thou be rated upon the books of thy House A A 1 and thy photograph hung in honor upon the walls of the innermost sanctum.

# An American Salesman in England

BY FRED BRIGG

**A** FRANK, open countenance, a quiet but firm voice, and a respectful yet dignified approach, gained for him the desired interview.

It is some years since I saw him, but my recollection of him is certainly pleasant. How different from some of your representatives who had called upon us! Overconfidence in themselves appeared to us as swagger. In our monarchy one man is certainly not considered the equal of every one else, though he may be even better, and, like our King, we all fancy certain people are our subjects; consequently, the American salesman in England must watch the Zodiac and approach his prospect in a confidential, winning manner, avoiding the semblance of superiority which is merely the result of having a good line and understanding it. This I have always found to be the first step in approaching a buyer in this country—beget confidence by your manner. Report has told us that you are a land of big things; big ideas, big deals; and we have the feeling that it is our pleasant duty to observe that we get a fair share of profit in business transactions with you. Don't make us imagine that you have come to buy us out.

The inspirer of this article was a Connecticut man with an advertising scheme—which differed from the general run by actually paying for itself in hard cash. And yet, until this was presented to us it never had appealed to us as being a suitable method of business getting or of making our name a household word. Until we spoke to him we were somewhat suspicious. How did he win?

Apart from his own personality he had a neat little case of six Connecticut watches, all keeping time, and this he displayed in a manner suggesting a window display. The first impression was decidedly good.

"Still," said my chief, "I am afraid it is not quite in keeping with our dignity to advertise in this manner." The watch replied, "I am being utilized by the follow-

ing organizations . . . Do you know them?"

This was a practical answer to a theoretical doubter.

"Then what is your scheme of warfare?"

"Actual advertisements of the firms then in vogue; the lending of blocks, apparatus and window displays, which, on return would be credited—less a small deduction—and finally a suggestion of an alternative scheme."

The prospect was keen and alert and I saw by combining the usual with the alternative method he could evolve a plan to his own liking which would give something like originality to his own case—a clever point gained by the salesman. The salesman readily entered into the service of the buyer and both were well repaid in cash for their mutual co-operation.

From considerable experience, I would say the American salesman in England could always make good if he paid first attention to gaining the confidence of his prospect—for he is miles ahead of our own men in knowledge of his lines. He can, consequently, show wherein lies the value of the investment, and the Englishman likes value for his money and this he looks for in all transactions; but the first step and the difficult one is to win confidence.

---

**Garcia, or——?**

BY FRED BRIGG

---

**G**OOD MORNING, Tom, I want you to take a message to Garcia," said the Sales Manager, glancing at a Sample Case.

"Garcia? Garcia?" came the doubtful rejoinder.

"Yes, I hear he is in your territory masquerading under the incognito of Mr. Achetuer, therefore find him and deliver your message."

Thanks to Mr. Elbert Hubbard, we salesmen can all be like heroes.



# American Influence on London Business Men and Their Methods

BY STANLEY BOWMAR

THE change that has come over the mental processes of the average London man of business since my last visit here four years ago is truly astonishing. Just the other day, so to speak, if by any fatal chance the fact became known that a new idea originated in "America," it no longer received serious consideration; instead of intelligent examination and criticism it got ridicule and scorn. All this is being reversed. Traditional conservatism towards "new fangled notions" is giving place to a healthy curiosity; worn-out methods are being discarded in favor of modern systems, and to cope with the new condition of things many a big staff is under reorganization on the competition fighting basis—alert men at the helm.

London a few years ago was and still is to an extent the most depressing city in the world in which to look for a position. The average old-style English employer doesn't want to be worried by originality; he prefers a "steady" man to a live one. Both he and his stick-in-the-rut employee consider changes in the constitution of the staff an unmixed evil—to be avoided at all costs. "Smith, the accountant, is careless," muses the boss, "but he'll see me through my time." On the other hand, John, the counter jumper, would consider it a flagrant violation of his inherited right if he were not allowed to sit tight on his job until he was too old to hobble from the street car to the store. With such heroes of conservatism it is difficult to argue.

We were speaking of work in London and the chances of success for a live man from America or Australia. My friend, a well known business man, still harbored the old ideas and was pessimistic.

"What about the Harmsworth people?" I queried. "A firm that can in a few years get control of a dozen great daily papers and forty-odd weeklies and monthlies, must be enterprising."

"Harmsworth!" he replied with scorn, "Harmsworth! I wouldn't let a son of mine take a position with them; their positions are never safe."

Of course not. They are continually looking for men of personality and character to oust the bleary-eyed drones. But our Englishman—quite typical of his class, could not see that a firm who pays off the dead-heads without hesitation or remorse is just the firm with whom merit is given an opportunity to forge to the front.

A few years ago, the manager of the *Daily Mail* advertisement department was an office boy. It horrified my friend to think that some poor beggar was paid off or transferred to an inferior position to make room for the man of merit!

Firms of the Harmsworth type are growing apace in London, both in number and influence. With these firms the perfectly attired West End society youth—from Oxford or Cambridge—is having a hard time of it in competition with the clean cut board school youngster from a shabby suburb. In an open market, a crammed dullard, no matter how blue his blood or how perfect his Latin and Greek is not in it with a youth of ambition, character and common sense.

In the way of opening the Britisher's eyes to the real science of business American institutions in London have done much. Many of them by sheer force of persistent, clever advertising have beaten down all prejudice. Take for instance, The International Correspondence Schools: They are now an established institution here just as they are in Australasia. From their big new building in Kingsway they fly "Old Glory" in a buoyant "We're-here-to-stay-and-prosper-spirit" sort of way. And they are prospering! Amongst the intelligent British workmen they have a big following.

Selfridge's, the most modern and enterprising universal provider store in the United Kingdom, is American from the basement to the flagpole. Their clever advertising has made their name a household word. The day after Bleriot's famous Channel flight they set all London agog by securing his little monoplane as an attraction—which drew crowds so large that special police had to be stationed at the store.



## The Philosopher Among His Books

**"Business Administration," the Principles of Business Organization and System, and the Actual Methods of Business Operation and Management. Based on a Series of Lectures Delivered at the University of Michigan by Carl C. Parsons. Supplemented by investigations of the Editorial Staff of System. The System Company, Chicago.]**

There have been many books upon the principles of business; and many more devoted to the various specific details of management, but "Business Administration," just published by the System Company, is the first effort to combine and strike a medium between the two, covering in one volume the field of business principles and operating methods.

Such a work is made possible only by the present tendency toward analysis in all phases of commerce. Not only is business itself divisible into working departments, but each of these elements—manufacturing, buying, selling and so on—is subject to a still finer analysis, each party clearly related to others and to business as a whole. And in each branch of business, however detailed, specific methods for routine work have been developed.

Inasmuch as the whole business field has never before been presented and completely analyzed in one volume, "Business Administration" is unique in that here for the first time is charted the entire commercial field; it lays down the principles on which each branch of business is based and then specifically presents the actual proved-by-practice methods by which it operates. In a clear, descriptive style it covers one by one the essentials of business.

How to organize a business—the advantages of various forms of organization—the reins of oversight and control—the requisites of record-keeping—how to figure and check cost of production—the essential processes from raw material through factory, jobbing house and retail store to consumer—and finally, the big questions of selling, as advertising, road methods, mail order and retail trade.

This makes the book useful both in the office and the class room—as a business guide and as a text. To the student and beginner in business, it offers a complete exposition of business principles, based on actual practice. To the business man, it affords an analysis of every department of his work and suggests better methods as a way to better results.

\* \* \*

**Half a Chance. By Frederic S. Isham. Bobbs-Merrill Company, Indianapolis.**

Here we have lords and ladies of high degree bound to Australia from England. Below the decks are confined a number of convicts. The ship strikes an uncharted reef and the passengers are sent off in the boats. Just as the last boat leaves, the captain frees the convicts. One great fellow who had been a prizefighter and who was being deported for the murder of a woman, stumbles into a room in search of something to drink. While there he discovers a little girl who had returned from the boat to get her pet bird. She shows no fear of him and something prompts him to try and save her. He sees one of the boats returning to search for her and he jumps into the sea with her arms clinging around his neck. He reaches the boat and the girl is helped on board. But just as the convict attempts to save himself his hands are dashed away by a Lord Ronsdale. He is thrown against some wreckage and later reaches a little isle. A box containing wines and whiskey is thrown by the sea and the man drinks it all. Finally he sees another great box drifting into shore. He breaks it open and finds it filled with books. Ten years later in London much attention is paid to John Steele, a lawyer who seems to have wondrous success in securing justice for criminals. He possesses a wondrous knowledge of the slums and of the records of many of the wretches who appear in court. Later it is discovered that this man is the convict who was known to the sporting world as 'Frisco Pet and who was deported for murder. During all these years Steele has been gathering evidence to prove that the

deed was done by another. He has all but one link of the chain complete when he is almost caught by the agents of Lord Ronsdale. Both men love the same woman. Whether Steele wins the woman and proves himself guiltless are secrets that I must not divulge here. The story is so "thrilling" as told by the author and it must not be spoiled by a garbled ending such as might be written here.

\* \* \*

**Treasures of Truth.** By George F. Butler. S. DeWitt Clough, Ravenswood Chicago. Price 75c. Leather \$1.00.

Here a very brave man has turned traitor to quotation marks and has thrown those familiar book adornments into the hell-box. He has picked out helpful quotations from the works of the masters and has dared to arrange them without quotation marks and has turned them over to a publisher who has printed them in a most attractive manner. These short paragraphs—packed with inspiration—are just what a man needs when he feels jaded and wants something that will start the mental gastric juices running. There is nothing sad, gloomy, dissatisfying about this volume. It is small and compact and will make a good desk companion for any man. Mr. Clough gave us that snappy book called *Backbone* not long ago—a book that satisfied scores of readers all over the nation because it was so optimistic and so cheering. This new book of his is really of a finer quality—is more ambitious from the standpoint of printing—and is certain to please every customer who wants to move from the City of Gloomville into the suburban village where Sunny Jim and his children play antey-over and act as if there was no such thing as Worry in the world.

\* \* \*

**The Cash Intrigue.** By George Randolph Chester. Bobbs-Merrill Company, Indianapolis.

One would almost believe Jack London the author of this terrible story. It is a brutal, quivering, blood-stirring thing. It lacks the fineness that characterizes a London story. But is great in conception. Henry Breed, who is so described as to instantly suggest Rockefeller, gathers into his great vaults at Forest Lakes a billion and a half in cash. He surrounds himself with men of great mental power. Kelvin is a wonder and it is to him that Breed entrusts his plans. By means of the power of money and a wondrous knowledge of humanity Breed and his men control all the trusts and all the great industries. With these in their control they own the government. The senators and congressmen are but puppets in their hands. Breed wishes to become the first emperor. Kelvin has the same ambition. With Kelvin heading the soldiers that

had been starved into enlisting, Blagg in command of a million slum dwellers, and Rollins in command of men who were ready to die that the republic might live, we have three forces contending that furnish intense dramatic material to the author. This book reminds one of Jack London's "The Iron Heel."

\* \* \*

**The Land of Long Ago.** By Eli a Calvert Hall. Little, Brown & Company, Boston.

The Land of Long Ago is written in the sweet, simple, homely vein of this kindly Kentucky authoress. It is made up of nine tales that appeared originally in the *Cosmopolitan*. These tell of the family affairs of the folks whom Aunt Jane sees every day and there is nothing especially dramatic or startling about them. They move about performing their little acts of kindness and there are none who rank as villains among them. The book is for those folks who are contented and who have no mental hunger for the Great Adventure.

\* \* \*

**The Psychology of Success.** By Newton N. Riddell. Riddell Publishing Company, Chicago.

Folks who have purchased books bearing some such title as this and found themselves loaded down with chapters filled with long words and the refinements of the metaphysicians' or psychologists' art need have no fear that Mr. Riddell is like the rest of the writers who befog instead of enlighten. It deals with developing the personality, choice of pursuits, business methods, salesmanship, advertising, personal aids to success and the problem of the professional. Mingled with the constructive advice are many stories illustrative of the points. The whole is written in English that has the merit of being understood by those who can read and no one can make any use of it without being helped. He preaches a gospel of individuality. The present day educational and industrial institutions seek to iron out originality and individuality, he says. He doesn't advocate the doing of something merely because that thing has been so often done before that it is sanctified by usage. He preaches the doctrine of self-expression. The man who tries to express someone else can expect failure. Only by liberating his own forces in creative work can he win. And he says: "It is a safe estimate to say that the average man wastes from a third to a half of his daily income of vitality. In other words, if all the forces generated in the body were properly conserved and wisely directed into appropriate activities, the average man's working power would be increased from a third to a half."

Something New

Something Good

# THE BACKBONE MONTHLY

There has been no journal started in years under such auspicious circumstances as The Backbone Monthly. With such live wires as Dr. W. C. Abbott, Dr. George F. Butler, Dr. Alfred S. Burdick and S. DeWitt Clough on its editorial staff and actively engaged in making this the brightest, snappiest little journal published, The Backbone Monthly has taken first place among those who appreciate good "stufh" served properly.

Every subscriber to The Backbone Monthly at 50 cents a year becomes a member of The Backbone Club with no additional expense. The Backbone Club is composed of people with ambition—people who do things and who are striving to do them better.

We want more members. We want you. Come in and bring your friends. Sign and mail the coupon below.


If you secure two subscribers among your friends, sending their subscriptions (and the money) with yours, which you can easily do, at 50 cents each, this will pay for your subscription. If you get others (and you can get 10 to 50 or more and not half try) there's \$1.00 in it for you for every four you get—in money or books which we handle. We will send you as many of the subscription forms as you can use. Get busy, NOW, or pass this to some one who will,

THE BACKBONE PUBLISHING CO.  
Ravenswood, Chicago.

Date \_\_\_\_\_

Gentlemen:—

Enclosed find 50 cents for which please enter my subscription to The Backbone Monthly for one year, thus making me a member of The Backbone Club with no additional expense.



**GOVERNMENT POSITIONS**  
A Civil Service Manual by Ewart, Field and Morrison prepares for the examinations.  
Adopted by over 500 Business Colleges, Y. M. O. A.'s, and Public Evening Schools.  
Three volumes with maps, \$3.50 postpaid  
200 page Home Study course free. Write to-day.  
**THE HOME CORRESPONDENCE SCHOOL**  
Dept. 109, Springfield, Mass.


**MAKE MORE MONEY**

The "BOOSTER MAGAZINE" puts you next to profitable and substantial business propositions.  
It tells you of a business enabling you to earn \$3,000 a year. Another business offers your customer \$3.00 worth of goods for \$1.00, yet leaves you a profit of 83 cents on each dollar order. How to Make Money though Broke, is a series of articles published in the Booster Magazine, creating widespread attention.  
Two copies "Booster Magazine" sent upon receipt of 10c

The Booster Publishing Co.,  
347 Dearborn Street Chicago, Ill.

**\$3,000 TO \$10,000 A YEAR**  
**IN THE REAL ESTATE BUSINESS**

We teach you by mail every branch of the Real Estate, General Brokerage, and Insurance Business, and appoint you **SPECIAL REPRESENTATIVE** of the oldest and largest co-operative real estate and brokerage company in America. Representatives are making \$3,000 to \$10,000 a year without any investment of capital. Excellent opportunities open to YOU. By our system you can begin making money in a few weeks without interfering with your present occupation. Our co-operative department will give you more choice, salable property to handle than any other institution in the world. A Thorough Commercial Law Course **FREE** to Each Representative. Write for 62-page book, free.  
**THE CROSS COMPANY, 3599 Reaper Block, Chicago**



**If YOU Would Be Successful**  
**Stop Forgetting**

**THE KEY TO SUCCESS** **Memory the Basis of all Knowledge**

**You Are No Greater Intellectually Than Your Memory**

If you want a perfect memory, you can have it. For a perfect memory, like perfect health, can be acquired. Here is a valuable Book on Memory Training absolutely **Free** to readers of this publication, that tells you exactly how to get it.

The author, Prof. Dickson, is America's foremost authority on mental training. His book is intensely interesting. He explains how you can easily acquire those retentive and analytical faculties which contribute to all social, political and business success. How to remember faces, names, studies, also develops will, concentration, self-confidence, conversation, public speaking—highly recommended by Elbert Hubbard, Prof. David Swing, Dr. Latson, and thousands of others. He offers you a valuable opportunity to investigate the benefit of Memory Training, without assuming any expense.

Simply sign and mail coupon below, or send a letter or postal.

**- COUPON FOR MY FREE BOOK -**  
**PROFESSOR HENRY DICKSON, Prin.,**  
Dickson Memory School,  
938 Auditorium Bldg., Chicago, Ill.

Send me your free book, "How to Remember."

Name \_\_\_\_\_  
Street \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_

# I can underbid your local printer —do better work and guarantee to deliver your job on date promised



## A Reminder This is Kimball

I'm going to let him figure on that job. He claims he can save me money on my printing—do better work besides—and guarantees to give satisfaction and get the job out on time, or I don't have to accept it. Address: East Ravenswood, Chicago.

That's straight from the shoulder—there is not a bit of blue sky about it. I'm ready and willing to back it up—to prove it at any time. And all I want is a chance to do it. I can prove it without a bit of trouble or expense to *you*, if you will let me. No matter where you are located, I can save you money on your printing and do better work besides. It's needless to doubt or to merely take my word, when it is so easy to get the proof—to be actually shown. Simply let me send you samples of my work along with my prices.

### Why I can save you money on your printing

There is not a better printing plant on earth than mine—it is not the largest—just large enough for me to keep in close personal touch with every one of its 21 departments, its 111 machines, so that I can give every job that goes through it my own personal attention. The building and everything in it is brand new, modern and up-to-date. New snappy type faces—up-to-date time and labor-saving machines that take the places of hundreds of workers and cut down plant expenses. I have no high salaried solicitors, my samples and prices get me the business, and it only takes a few cents postage to send them out.

\* \* \*

When I take your job, I guarantee that it shall give entire satisfaction, shall be just as you specified or to the scrap pile it goes. And I'll do the whole job over again entirely at my own expense. Now again I fully realize the trouble and cost entailed in delays—I will guarantee to get your job to you by the date promised or you do not have to accept it, you don't have to pay me a penny.

### Why I do better work than your local printer

I have the happiest and most contented force of employees ever gathered together. My plant is located in East Ravenswood, where there is plenty of light and fresh air. We all do our best work willingly in a building that embodies all we knew or could find out about the proper housing of employees. Then, when I contract to do your job, I personally watch it from the time it reaches me as rough copy, until it leaves my plant as the finished product. I watch it just as closely and take just as much interest in your job as if it were my own.

## Can your printer equal these prices?

Ask your local printer to quote prices on the same sort of work I give prices on below. They include every item—include my personal supervision—no extras unless you order them, and if you do, I'll tell you in advance exactly what they will cost you.

### 8-Page Booklet

| Size of page 6x9, one color ink, fine grade paper: |   |   |          |
|----------------------------------------------------|---|---|----------|
| 5M                                                 | . | . | \$ 31.50 |
| 10M                                                | . | . | 49.25    |
| 25M                                                | . | . | 108.50   |
| 50M                                                | . | . | 164.50   |

Additional thousands, each \$2.75

Don't think that because my prices are so much lower than his that I have cheapened the quality of my work. Just a penny postal will bring you samples—proof to the contrary.

Get in touch with me now, anyhow, whether you need any printing or not. Send for some samples. They are bound to prove interesting. In the meanwhile, clip out the reminder along the dotted lines. Pin it up in your office, so you won't forget to let me figure on that next job.

C. E. KIMBALL, Vice-President and General Manager  
**THE CLINIC PUBLISHING COMPANY**  
1402 E. Ravenswood Park, Chicago

**Nicoll's Way of Keeping their Good Tailors Busy**

That's the primary reason for this offer.  
There's twice the wear in a suit if you have an extra pair of trousers. Make the experiment—find out for yourself. Here's your opportunity—

**A Suit and Extra Pair of Trousers for The Price of Suit Alone.**

Trousers of the same material, or different, just as you prefer.

**Prices \$25 to \$50 for suit and extra trousers. Made to fit you perfectly—at our risk.**

**NICOLL THE TAILOR**

Wm. Jerrems' Sons  
214 Clark Street CHICAGO

**Salesmen Wanted**

We have attractive advertising specialty proposition for a few high-grade traveling salesmen. Can be handled as side line. Absolutely new. Used for advertising any line of business. Our special inducements make sales easy—free advertising plan with every order. Pocket sample. Liberal commissions. Give us full information regarding your selling experience, territory covered, etc. Correspondence confidential. Address

304 South Second Street  
Evansville : : : : Indiana

**LOFTIS SYSTEM DIAMONDS ON CREDIT WATCHES**

**OUR GREAT NEW YEAR DIAMOND SPECIALS**

Diamonds Win Hearts



No. 8672—\$20.



No. 8679—\$25.



No. 8685—\$35.



No. 8688—\$50.



No. 8696—\$75.

These Rings were among our greatest sellers during the Holidays. Thousands upon thousands were sold over the counter in our three large Chicago, Pittsburg and St. Louis stores, and our mail order sales were never so large. **BEGIN THE NEW YEAR RIGHT** by saving a Diamond. No better investment in the world. They increase in value 10 to 20% a year. To be successful, look successful; wear one of these fine, brilliant Diamonds, mounted in 14k solid gold. We send it on approval, all charges prepaid. If you are perfectly satisfied, keep it, and pay one-fifth down, balance in eight equal monthly amounts. Your credit is good. **WRITE FOR CATALOG** containing over 1,500 photographic illustrations of Diamonds, fine Watches and artistic Jewelry. Mailed FREE. Write today. Don't delay.

**LOFTIS BROS. & CO.**

The Old Reliable Original Diamond and Watch Credit House  
Dept. 8811, 92 to 98 State Street, Chicago, Ill.  
Branch stores: Pittsburg, Pa., & St. Louis, Mo.

**THE INTERLAKEN SCHOOL**

"Men live by faith. The world's great creative efforts were made in the ages of faith. Today the feeling of brotherhood is spreading and we are learning sympathy, the understanding of each other, the recognition of the better motive that exists everywhere. In the adult world, we are beginning to rely less upon force and more upon an appeal to what is good in man. To bring out the best, the teacher must love his pupil, believe in him, and guide him by his desire to do what is right.

Interlaken prepares for high school and university, but its main aim is to prepare boys for life.

**The Interlaken School**

ASK FOR PROSPECTUS.

LAPORTE, INDIANA



## THE BUSINESS PHILOSOPHER

### BEAUTIFUL PICTURES FREE

This is an opportunity to obtain, without expense to yourself, a unique set of unframed but handsome and well worth framing prints.

We are manufacturing a collection of nine Shakespearean illustrations, originally painted by English masters, the originals now being practically inaccessible in various private galleries. But we chanced to come across some rare engravings made from these paintings, and from these engravings we have made some unusually fine plates, printing them on cameo-finish, India-tint paper, size 12x14. There are nine in each set, scenes and characters from:

**AS YOU LIKE IT HAMLET MACBETH OTHELLO KING JOHN THE MERCHANT OF VENICE  
A MIDSUMMER NIGHT'S DREAM ROMEO AND JULIET THE MERRY WIVES OF WINDSOR**

These nine engravings will become yours if you will order **THE BOOK NEWS MONTHLY**, a magazine that has the reputation of being the best book magazine in the country.

Send **\$1.00** and mention this magazine, and we will mail the pictures, postpaid, at once.

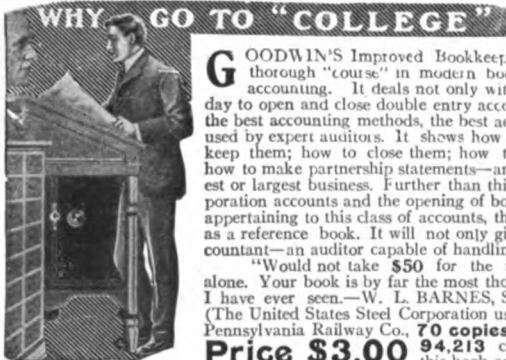
Address

**THE BOOK NEWS MONTHLY**

Philadelphia

John Wanamaker

or New York



### To Perfect Your Accounting System?

**G**OODWIN'S Improved Bookkeeping and Business Manual will show you how. It is a complete thorough "course" in modern bookkeeping—a series of practical lessons in the actual applied end of accounting. It deals not only with theory, but also with practical methods that are being used every day to open and close double entry accounts in great corporations and business offices. In it are crystallized the best accounting methods, the best accounting short-cuts and time savers, the best calculation schemes used by expert auditors. It shows how to open a set of double entry books in almost any business; how to keep them; how to close them; how to make monthly balance sheets; how to post quickly and accurately; how to make partnership statements—and all that pertains to maintaining a complete set of books for the smallest or largest business. Further than this, it is regarded as an **AUTHORITY** on all matters relating to corporation accounts and the opening of books for stock companies. It has so simplified many of the peculiarities appertaining to this class of accounts, that nearly all of the largest corporations in the world have adopted it as a reference book. It will not only give you "points"—it will teach you how to become a skilled accountant—an auditor capable of handling any set books.

"Would not take \$50 for the information I have gained from your article on Stock Companies alone. Your book is by far the most thorough and complete exponent of **ADVANCED BOOKKEEPING** I have ever seen.—W. L. BARNES, Secretary and Treasurer of the Providence Coal Co., Providence, Ky. (The United States Steel Corporation uses **100 copies** of this book; the Standard Oil Co., **80 copies**; the Pennsylvania Railway Co., **70 copies**; and so on.)

**Price \$3.00** 94,213 copies sold to date; 9,669 testimonials received! Those who possess this book and use it—**Always Succeed?** Sent postpaid upon receipt of price.

**26th Edition NOW READY.** Send for 32 page descriptive pamphlet or **The Book.** Enclose this ad **WITH YOUR ORDER** and I will send **FREE** a copy of my **Extremely Valuable (\$1.00)** Book entitled **Practical Instruction For Business Men.**  
**J. H. GOODWIN, Room 779, 1215 BROADWAY, NEW YORK.**

**AGENTS!**

**READERS!**

### Hampton's Magazine

INVITES YOU

To Join The "BOOSTERS' Club"

To Get **HAMPTON'S MAGAZINE** Subscriptions

"COSTS A CENT TO JOIN"

**GUARANTEES \$3.50 A DAY**

Lots of our energetic men and women earn more. Our new Contract to agents who want to be developed into real salesmen is so liberal that we can employ only a limited number on this basis and we expect to reach that limit by January 1st, 1910. Better apply *now*.

**Hampton's Magazine** has been more widely advertised, and has grown more rapidly in circulation and advertising during the past six months than any other magazine.

**Hampton's Magazine** is a **Growing Proposition**—it **SELLS**.

If you don't care for a *guaranteed contract* we have a spare time proposition that will interest you. Experience unnecessary. Outfit and instructions for the asking.

—ADDRESS—

**"VON" SALES-MANAGER**

Suite No. 504, **HAMPTON'S MAGAZINE**  
Marbridge Bldg., New York City

### Mr. Business Man

Are you interested in the resources and developments of Western Canada?

If so, drop a card with your name and address to

### Anthony Anderson

Drawer 735

Victoria, B. C.

This is an advertisement it will pay you to answer



Dr. Campbell  
Principal

### NORMAL COURSES

Our Home Study Courses for teachers prepare for Certificates of every grade. Special courses in **Pedagogy, Psychology, Primary Methods and Kindergarten.**

We assist in securing positions. Over one hundred Home Study Courses under Professors in Harvard, Brown, Cornell and leading colleges. 250 page catalog free. Write to-day.

**THE HOME CORRESPONDENCE SCHOOL**

Dept. 78, Springfield, Mass.

# How to Organize and Finance a Corporation

A business which earns a profit of five thousand dollars per annum, though it may have reached the possible limits of its expansion, is worth \$50,000—easily worth it, if its opportunities for expansion are simply bounded by the amount of money at its command such a business can be easily worth \$100,000 or more—a very great deal more.

This is a fact that business men fail to understand—to their loss, and that financial men very thoroughly understand—to their gain.

Many a business with tremendous possibilities languishes for the capital right at its hand—if the proprietor knew how to get it.

Many a man has a fortune within his grasp if he knew how to see opportunities to his hand.

Let us be more concrete.

A man in Western Iowa sold his business for \$4,000. The man who bought it, stepped in and, within six months, raised \$50,000 on it, without interest or foreclosure liability.

The business was the same as before—simply the men had changed; one man knew how and the other did not.

A retired army officer in Massachusetts bought a run-down estate four miles from a prosperous New England town. It cost him \$6,000. Within a year he raised \$60,000 without interest or foreclosure liability, and made the property produce him \$6,000 annual income.

He had studied finance to advantage.

Two men in a New England town not a hundred miles from New York started with nothing but an idea. It was not patented or protected in any way, yet they raised \$70,000 on it within two years.

They had studied finance to advantage.

Names cannot be publicly given for obvious reasons, but the above citations are founded on fact.

And, in the realms of finance they are very ordinary facts.

If you don't know the difference between a stock and a bond you still know enough to know that these things are among the very ordinary possibilities of financial life.

The papers and magazines tell you that. Tom Lawson has told you how he has seen men make millions in a night—and the relation has been true. Charles Russell in Everybody's Magazine has shown you how Whitney, Ryan and others have acquired valuable properties, literally with nothing but their knowledge of finance.

And that knowledge has been everything.

You can learn Finance—the master science, through the course The Business Development Company of America has prepared, comprising over one thousand three hundred pages, giving:

## A Complete Course in Practical Finance

This course is the outcome of an urgent and growing need. It is embodied in a series of nine Hand Books, each written by an expert, each dealing with a special phase of one great subject—namely:

### The Art of Financiering

All successful business enterprises are now in the corporate form, and in that garb therefore must the enterprise go before prospective investors. The seeds of success or failure are planted at the inception of the Company. A poor enterprise properly presented is better than a good enterprise badly presented—this is a financial maxim, but a good enterprise, properly presented, is better than either. To enable the business man to start right, and keep right is the aim and purpose of this course—the most thorough, the most lucid, the most valuable ever put out by any concern in the world.

### What Can be Accomplished in a Lifetime

ANDREW CARNEGIE, from \$300,000 invested in 1873, in twenty-eight years earned more than eight hundred times his capital—3,000 per cent a year—100 per cent every thirteen days—largely through his knowledge of promotion work.

CHARLEMAGNE TOWER, of Pittsburg, within three years made \$1,000,000 on his original investment, largely by his knowledge of promotion work.

CHARLES M. SCHWAB worked as a boy at a dollar a day—and at thirty-nine was a multi-millionaire, chiefly through what he learned of promotion work.

JUDGE MOORE and ASSOCIATES in a single year paid debts aggregating \$4,000,000 and had millions left, through promotion work.

ROCKEFELLER made his millions in half a lifetime—but, why continue till reiteration becomes tiresome? The fortune chronicles of America surpass a relation of Arabian Nights—steel alone has made "a thousand millionaires" through promotion work.

In intelligent study of the principles of promotion lies the road to wealth.

These cases are cited because they are well known. A thousand pages would hardly be sufficient to chronicle the lesser successes of men who in the past few years have attained a lifetime competency by promotion work.

Return the coupon below to us, with ten cents postage attached, and we will send you in return two valuable brochures of sixty-four pages on the Art of Financiering—a profession in which you can make from \$5,000 to \$25,000 a year

The Business Development  
Company of America  
119 Nassau St., New York

Gentlemen:

For enclosed 10c. postage send me Free of all further charge and entirely without further obligation on my part your Brochure on the Art of Financiering.

Name.....

Address.....

Sherwin Cody's latest book

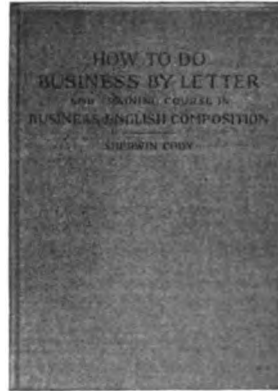
## How to Do Business by Letter and Training Course in Business English Composition

The most successful book on letter-writing ever published, now in its 47th thousand, eleventh edition, though but recently published.

Contains over 125 model letters of all kinds, including a number of the most successful pulling letters used by prominent houses.

Also the Rules of Grammar complete, with all common errors; the Rules of Punctuation, Words Often Misused, Rules and Regulations of the Postoffice (correct to 1910), etc.

Price, postpaid, \$1.00. See table of contents.



Sherwin Cody's

## Form Paragraph Letter-Writer

An indexed and gummed blankbook, full letter size, loose leaf, in which to paste form paragraphs to be used in answering all kinds of correspondence.

By this system an \$8-a-week girl can write better letters than a \$25-a-week correspondent, because she simply copies into her book the best paragraphs in the regularly dictated letters of the head of the business, and all letters are in his language, perfect in every detail of punctuation, grammar, etc., and may be signed by his name though he never sees the letter himself. This is a wonderful means of raising the quality of correspondence, as well as saving much time and expense. 80 gummed pages, 20 index pages, 100 pages in all; price, postpaid, \$3; subject to approval and return at my expense.

Sherwin Cody's

## Compendium of All Card Systems

An instruction book on loose-leaf and card systems (the only book ever published clearly stating the simple fundamental principles of these systems), accompanying a neat box of 500 cards, size 3x5 inches, printed from specially engraved wax plates in the best style, representing 18 complete systems all ready for use, including forms for mailing lists, advertising, salesmen's report and route cards, perpetual inventory forms, cost systems, school forms, and loose-leaf and card ledgers of all kinds, for wholesale, retail, mail-order, instalment, and specialty businesses. Electrotypes of plates sold and directions given for printing systems at one-third the usual price. Price, complete, \$3.00.



## How to Make Advertising Pay How to Write Letters that Pull Office Salesmanship and Business Psychology

I have made a detailed personal study of forty-six leading lines of business: Manufacturing, wholesale, retail, mail-order, and specialty, and have taught presidents, secretaries and advertising managers how to make a success of their publicity—I know what will win in forty-six different businesses, yours among the number, and this information I give in my complete course, together with all the books and special features described above, with scores of others—**everything I have for only \$30**, including twenty personal lessons. Write for complete catalogue.

**SHERWIN CODY**

**Sheldon University Press, Libertyville, Ill.**

Say—"I Saw It in The Business Philosopher"

### Contents:

Using Words So as to Make People Do Things.  
How to Begin a Business Letter.  
How to Close a Business Letter.  
The Body of the Letter.  
Applying for a Position.  
Sending Money by Mail.  
Ordering Goods.  
"Hurry-up" Letters.  
How Money is Collected.  
Letters to Ladies.  
Professional Letters.  
How to Acquire an Easy Style in Letter Writing.  
Two Kinds of Letters—Buying and Selling.  
When to Write a Long Letter and When to Write a Short Letter.  
Answering Inquiries.  
Talking in a Letter—Colloquialisms and Slang.  
Complaint Letters.  
Condensation—Writing Advertisements.  
Advertising and Follow-up Letters.  
Display in Letter Writing.  
Salesmanship in Letters and Advertisements.  
Customs and Regulations of the Post Office.  
Social and Official Forms; the Rules of Grammar, with Common Errors; the Rules of Punctuation for Business Office Use.  
Cloth, price \$1.00.

# You Must Have A Commercial Education

No matter what your education or present occupation may be,—Stenographer, Bookkeeper, Clerk, etc.—if you wish to place yourself in line for advancement to the positions higher up, you must have a thorough business training.

The time has passed when business men employed untrained apprentices. The industrial world now looks only for those who are thoroughly equipped be'orehand.

There are thousands of untrained men and women looking for jobs.

There are thousands of excellent positions that are looking for the trained men and women who can fill them.

The business world will pay you what you are worth. What you are worth depends upon you alone.

No education pays as well, in proportion to the time and money spent in acquiring it, as a Business Education.

You can increase your commercial value to yourself and to your employer by a few hours a week in Home Study. Of all Correspondence Courses, the Commercial is perhaps the one most satisfactorily taught by mail.

## Free Instruction Is Offered You.

No matter what your age, sex, means, occupation or place of residence may be; no matter what your past experience has been, whether you were a failure or a success; an opportunity is offered you for better qualifying yourself to hold the situation you now have, and to prepare you for filling bigger and better paying positions in your chosen work.

A business man or woman should learn all that is possible to learn about everyt'ing in business.

A Stenographer should learn Bookkeeping. A Bookkeeper should learn Stenography. A Clerk should learn both. In addition, each should learn to write a plain and rapid hand; to be quick and accurate at figures; to speak and write English correctly; to be familiar with Banking, Commercial Law, Business Forms, Office Methods, etc.

Do this, and when an opportunity for advancement presents itself you will be prepared to grasp it.

Do this, then make your opportunity.

The American Woman's League, through the Peoples University, offers to every man, woman, and child in the United States, a free education—not only in things Commercial but in every branch of learning that can be taught through the mails.

You will be charged nothing. All that will be asked in exchange is a slight service that is both pleasant and dignified, taking but a few hours from your spare time. This will qualify you and your minor children to take up any or all the courses of the Peoples University, and entitles you to receive all the additional benefits of the American Woman's League, to which you will become a member, for life. There will be no dues, either now or in the future.

Other courses such as Civil Service, Dressmaking, Illustrating, Painting, Sculpture, Music, Domestic Science, Teachers, Agriculture, etc., are open to you.

You may start at once.

For further information, which will be supplied you free, placing you under no obligation whatever, fill out and mail coupon NOW.

## THE AMERICAN WOMAN'S LEAGUE

7141 Delmar Blvd., University City, St. Louis, Mo.

**Cut Here**  
THE AMERICAN WOMAN'S LEAGUE  
This Delmar Bldg., University City, St. Louis, Mo.  
Please send me without obligation on my part full information about the American Woman's League and the free courses especially the commercial.  
Name.....  
St. & No.....  
P. O.....  
State.....

Newspaper Advertising, Magazine Advertising, Mail Order Advertising,  
Street Car and Outdoor Advertising.

# AGRICULTURAL ADVERTISING

Published by

**LONG-CRITCHFIELD PUBLISHING HOUSE**  
**CHICAGO NEW YORK**



## Subscribe Now—

### You Business Creators

Manufacturers and all men interested in complete advertising service of every kind will find in this monthly ADVERTISING publication the liveliest news in the manufacturing or advertising fields. No expense is spared for illustrations—for the news or the reproduction of completely illustrated articles on the most successful advertising campaign being run in America today. Subscribe now by using the coupon below, if you wish, for your convenience.

**50 Cents**  
**One**  
**Year**

**One Dollar**  
**Now,**  
**3 Years**

Date.....191....  
LONG-CRITCHFIELD PUBLISHING HOUSE,  
Corn Exchange Bank Bldg.  
CHICAGO, ILL.  
Gentlemen:--  
Find enclosed.....(state amount) for which put my name  
on subscription list for **Agricultural Advertising**.  
.....State whether for 1 or 3 years' subscription.  
Name.....  
Address.....  
City.....State.....

Say—"I Saw It In The Business Philosopher"

# THE LAW OF Financial SUCCESS

**10  
CENTS**

**TELLS YOU IN PLAIN ENGLISH**

- HOW** to make money safely and judiciously.
- HOW** to judge investments properly and realize financial success.
- HOW** to acquire the faith necessary for success.
- HOW** to analyze, develop and utilize your dormant abilities essential to success.
- HOW** to guide your ambition, concentrate upon your aim and persist until you achieve it, etc.

**SPECIAL PAPER-BOUND EDITION**  
104 Pages - 10 CENTS - 16 Chapters  
**100,000 COPIES SOLD**

## **MAKING MONEY**

is not difficult for the man or woman who follows the instructions contained in the sixteen chapters of this most successful book of the year. The tremendous editions enable the publishers to sell the book at 10c, a price at which no man can afford to be without a copy any more than he can afford to refuse payment for his work or services. **Fill out the Coupon now.**

## **READ THESE LETTERS**

Thos. C. Land, General Manager Conway Telephone Co., Pawnee, Okla.: "I have read the book and consider it one of the best books published. It is worth more than its weight in gold. I would like to see every young man read this book. I can certainly recommend it."

O. A. Jackson, Mason City, Iowa: "It is a great and good book."

James T. Castle, Manager Buckeye Engine Co., Pittsburg, Pa.: "Have read the 'Law of Financial Success' and find it of so much interest I want you to send me one-half dozen copies, as I would like to distribute same among my friends."

Harry A. Fries, Newark, N. J.: "Book is O. K.; worth twice the money with \$10.00 added to it."

W. L. Wagner, of the Foos Gas Engine Co., Webb City, Mo.: "I cannot tell you in words just how well pleased I am with the book."

John G. Gretzinger, Fullerton, Cal.: "It is worth its weight in gold to me, far better than I expected."

Chas. T. Reid, Watervliet, N. Y.: "It is the best 10-cent value I ever received. A big value is no term for the book."

C. Doss Smith, Ladonia, Tex.: "It is the best thing I have ever read and would not take \$5.00 for it and have to do without it."

C. S. Miller, Holland, Mich.: "Send me another copy of your book, the 'Law of Financial Success.' Words cannot describe my thanks for such a valuable little book."

Louis Priddy, Pierce, Colo.: "Many times the price would not induce me to send the book back."

**Many Others on File. None Solicited.**

# MONEY IS YOUR BEST FRIEND

Every man and woman realizes it in this day and age.

It works for you through health and sickness and stands by you through thick and thin.

If you are unable to accumulate money---

If your spare money or savings are idle---

If you cannot make your money earn more than savings bank interest---

If you desire to be able to distinguish between good and bad investments, and secure the best profits, or

If you want to better your financial condition generally

You should get this book immediately and learn the laws governing success in the accumulation of money.

**MONEY MEANS  
FREEDOM, LIBERTY, INDEPENDENCE  
AND THE  
POWER FOR GOOD**

*If this announcement justifies you in investing 10 Cents in a book which may mean the making of your fortune*

**JUST WRITE YOUR NAME AND  
ADDRESS RIGHT HERE:**

Name.....

Address.....

*Tear out this page, wrap a dime or stamps in it, enclose in envelope and mail to*

**THE FIDUCIARY CO.** 210 Tacoma Bldg.  
CHICAGO, ILL.

and **DO IT NOW**

The book will be promptly mailed, postpaid. Whenever you wish to part with it, return it and the 10 cents will be instantly refunded.

Say—"I Saw it in The Business Philosopher"

# DOORS TO OPPORTUNITY

Readers of the "Business Philosopher" are progressive, enthusiastic, alive, eager to get ahead. Being ambitious they are always on the look-out for good things. Our subscribers like the Philosopher. It is their favorite magazine. They believe in it, and of course patronize the advertisers. When you have a message for well-to-do, hustling salesmen, sales managers, executives, office managers, correspondents, or for any up-to-date business man you should advertise in these columns. The rates are low.

**YOUNG MAN AND WIFE WHO CAN SELL WANT** place that offers chance for team work in selling or demonstrating. Specialty experience. Sheldon training. S. B. Price, 709 North 10th St., St. Joseph, Mo.

**BUILD A \$5,000 BUSINESS IN TWO YEARS. LET** us start you in the collection business. No capital needed; big field. We teach secrets of collecting money; refer business to you. Write today for free pointers and new plans. American Collection Service, 165 State St., Detroit, Mich.

**AN EXPERIENCED SALESMAN OF PROVEN** ability to travel and sell typewriters and supplies on salary and commission in Southern States. Address, Washington branch, THE HAMMOND TYPEWRITER CO., 325 Colorado Bldg., Washington, D. C.

**LIVE SALESMAN WANTED TO CANVASS SMALL IN-**vestors. Liberal commission basis. Men of ability make \$100 per week and up. Other kind not wanted. C. B. L. & O. Co. No. Yakima, Washington. Box 1033

**SIDE LINE MEN WANTED TO CARRY GOOD PAY-**ing side lines which appeal to harnessmakers, hardware stores, lumber companies and general stores. Vest pocket samples. Good commissions. LEO HOFMEISTER CO., Milwaukee, Wis.

**THE H. H. FRANKLIN MFG. CO. OF SYRACUSE,** N. Y., is extending its branches in various cities. It is looking for a few additional experienced men as salesmen and branch managers. The Company would be pleased to hear from men now successfully employed as salesmen in some high grade line, who might wish to make a change on account of the greater opportunities in this business.

**SALESMEN WANTED—IF YOU ARE A CLERK WITH** natural qualifications as a salesman, I have an exceptional opportunity to offer you. If you are a merchant going out of business and looking for an opportunity to go on the road, my proposition will appeal to you. I want two or three capable men with the work habit, and who have energy plus. I want men with ability to sell goods all day long. I require references, also send an abstract of your qualifications. I have an advertising specialty proposition that interests all progressive retailers. Hundreds of the best retailers have endorsed my plan because they have found it profitable. Samples will go in coat pocket. My best salesmen are making from \$500 to \$1000 a month. I want men who can do just as well or better. If you are of the right caliber, think you can handle a high-class, ready-selling proposition, write me immediately before all territory is assigned. W. F. Main, Dept. 117, Iowa City, Iowa.

**SALESMEN WANTED TO HANDLE AN UP-TO-**date general line of imported and domestic art calendars and advertising novelties, exclusive territory, liberal commissions; prompt payment. Manager Calendar Dept., The Williamson Haffner Co., Denver, Colo.

**500 GUMMED STICKERS, 1x2, PRINTED TO YOUR** order, 25 cents postpaid. Other Printing cheap. A. H. Kraus, 407-409 Chestnut St., Milwaukee, Wis.

**LOCAL REPRESENTATIVE WANTED—SPLENDID** income assured right man to act as our representative after learning our business thoroughly by mail. Former experience unnecessary. All we require is honesty, ability, ambition and willingness to learn a lucrative business. No soliciting or traveling. This is an exceptional opportunity for a man in your section to get into a big-paying business without capital and become independent for life. Write at once for full particulars. Address E. R. Marden, Pres., The Nat'l Co-op. Real Estate Co., Suite 494 Marden Bldg., Washington, D. C.

**OUR COMBINATION ADVERTISING AND MATCH** vending machines make salesmen \$10.00 a day. If we have no representative in your territory, write for agency. International Vending Co., 48 Fifth Ave., Chicago, Ill.

**CIVIL SERVICE EMPLOYEES ARE PAID WELL** for easy work; examinations of all kinds soon; expert advice, sample questions and Booklet 829 describing positions and telling easiest and quickest way to secure them free. Write now. Washington Civil Service School, Washington, D. C.

**ARE YOU SURE THERE ISN'T A LEAK IN YOUR** soliciting letter arguments? If there is I might be able to spot it at the very first reading and mend it with a word or two. Lots of the form letters floating around are not only full of weak spots, but positively prejudicial to the sender's business. If you want your letters put together with clean-cut, corn-fed Anglo-Saxon that goes to the quick without giving offense I can help you. Jed Scarborough, 557 A. Halsey St., Brooklyn, N. Y.

**WANTED—A FEW FIRST CLASS SPECIALTY** salesmen to handle Stock Food line. Address Lock Box No. 297, Tiffin, Ohio.

**SALESMAN—SIDE LINE, OR EXCLUSIVE. A LINE** that sells to merchants, banks, etc. Liberal commission. PATENT NOVELTY CO., Fulton, Ill.

**SALESMEN WANTED—MEN CAPABLE OF EARN-**ing from \$2,000 to \$5,000 per year. A high-grade specialty article. Ever increasing demand for this article. Moneyweight Scale Co., 47 State St., Chicago.

**3000 GUMMED LABELS \$1.00**  
SEVERAL SIZES AND STYLES  
PRINTED TO ORDER, IN ONE AND TWO COLORS  
AT THIS AND EVEN LOWER PRICES. SEND FOR CATALOG  
**FENTON LABEL CO. NINTH & THOMPSON STS. PHILA. PA.**

**Home Study Courses**  
Over one hundred Home Study Courses under professors in Harvard, Brown, Cornell and leading colleges.  
Academic and Preparatory, Agricultural, Commercial, Normal and Civil Service Departments.  
Preparation for College, Teachers' and Civil Service Examinations.  
250 page catalog free. Write to-day.  
**THE HOME CORRESPONDENCE SCHOOL**  
Dept. 105, Springfield, Mass.

## Don't Be A Wage Slave

**MAKE \$3,000 TO \$5,000 A YEAR**  
**BE A DOCTOR OF MECHANOTHERAPY**



**We Teach You By Mail or in Class**  
**Our Free Book** tells how in a few months you may free yourself forever from wage slavery, from situation hunting and exacting employers. It tells how you may be a graduate in Mechanotherapy, acknowledged to be one of the most elevating and highest paid professions for men and women—superior to Osteopathy, equal to a college course. Diplomas to Graduates. Endorsed by physicians and hundreds of our graduates. Social and financial advancement assured. Special terms now, write at once for Free Book.

**AMERICAN COLLEGE OF MECHANOTHERAPY**  
Dept. 925 120-122 Randolph St., Chicago



## I WILL MAKE YOU PROSPEROUS

If you are honest and ambitious write me today. No matter where you live or what your occupation, I will teach you the Real Estate business by mail; appoint you special Representative of my Company in your town; start you in a profitable business of your own, and help you make big money at once.

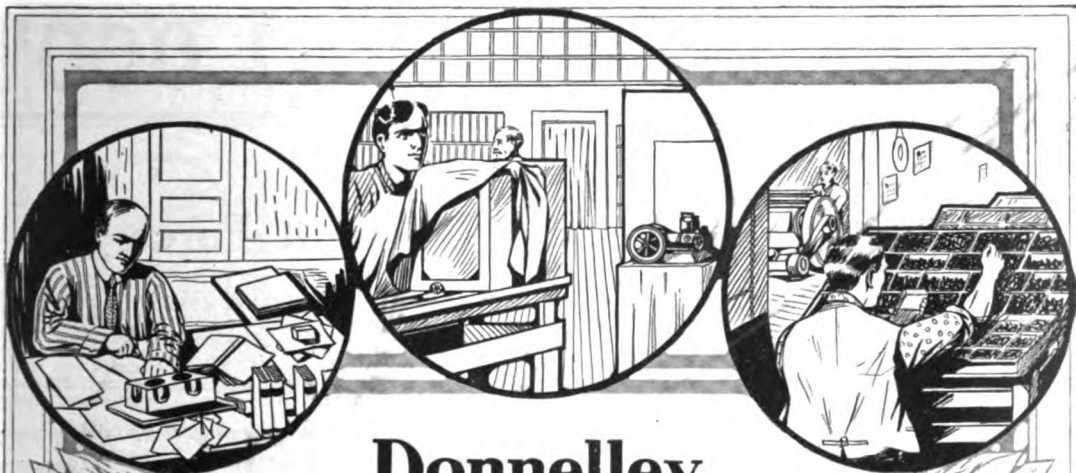
**Unusual opportunity for men without capital to become independent for life. Valuable Book and full particulars free. Write today.**

**NATIONAL CO-OPERATIVE REALTY CO.**  
118 Marden Building  
Washington, D. C.

E. R. Marden, Pres.

Say—"I Saw it in The Business Philosopher"





## Donnelley *offers you Complete Catalogue & Booklet Service*

The most successful catalogue or booklet is the one which is the most harmoniously and uniformly artistic. This is possible only where one man — a master printer who understands the artist's conception clearly — supervises the work from beginning to end.

An artistic catalogue cannot result economically from one designer, a different engraver, another copy writer and still another printer. At best, each has only a smattering of the other's idea, and when so many are called upon, the result is a mass of conflicting and disconnected plans and ideas, crudely executed. Moreover, each demands a profit.

### **This is Our System**

Those of our experts who are to figure in the building of your catalogue hold many consultations with the operator who is to supervise your job, before any definite plan is decided upon. They exchange opinions until each has a perfect understanding of the other's idea. Finally, they lay out one system, which is to be followed precisely. As the work progresses, all are frequently consulted, and if necessary, they make corrections before it is too late to remedy any discrepancy.

It is this exchange of ideas, this preliminary mapping out of one plan and then following it to the letter, and these expert criticisms which finally result in a dignified and effective "printed salesman" — in a catalogue which was produced on time, without quibbling, and with no one holding the other responsible for its crudeness, the delay and for the costliness of unsatisfactory, piecemeal service.

### **Our Free Offer**

To responsible firms who feel the need of intelligent co-operation and complete catalogue and booklet service, we make this offer: Send us a copy of your latest catalogue for our inspection and we shall be pleased to make a dummy, layouts, offer suggestions and estimates for your next edition, all at our expense.



*The Lakeside Press*  
**R. R. DONNELLEY  
& SONS COMPANY**

PRINTERS • BINDERS  
DESIGNERS • ENGRAVERS

7-19 Polk Street  
Chicago

316 Fourth Avenue  
Pittsburgh







BRUCE MACLELLAND

# "WORTH \$1,000"

## Prosperity Through Thought Force

By **BRUCE MACLELLAND**, a man who has really lived the philosophy of the book. He own earning a modest fortune—all in three years time. Then he decided to let others know how he used the principle of thought force in business and

**A THRILLING**, powerful, practical success book is the result. No pet theories—no advice excepting as the entire book is sound reason of a man who has done and tells you how to do the same. After you read it, you will see how health, wealth and happiness can be made of troubles—and you will want your best friends to **READ IT** and see how he used new thought to transform his life from drudgery and poverty to joy and opulence. The tale is a simple one, the methods are easily understood and followed.

**ELLA WHEELER WILCOX** devoted nearly a page in a recent issue of the New York American to "Prosperity Through Thought Force." "Every Word Is True," she said. "Every word has been proven true by hundreds of people living today."

Mrs. Frank Beach of Fort Collins, Col., writes me as follows: "I ordered MacLelland's 'Prosperity Through Thought Force' for my husband for Christmas. He says it has already been worth \$1,000 to him. He has read it through three times and reads at least one paragraph from it each day."

**THE NAUTILUS** vouches for the book because the book contains the principles for which **THE NAUTILUS** stands. The book will start you evolving and **THE NAUTILUS** will be an impetus to keep it up

### PARTIAL SYNOPSIS

How the "Idea" was Born—From Debt to Modest Fortune in Less Than Three Years—The Kind of Men Who Succeed—Why the Others Fail—Where the Mental Forces Come In—The Condition of the Mind Attracts all Things—How Mind Attracts Success—The Law of Vibration and How It Works—Personality—Auto-Suggestion—How to Use It—How to Do Things Without Faith—When the Author Blacked Boots—Thirty Years Lost by Talking—The One Thing that Can Hinder You—Mind and Body—Passions—Aura—Subconscious Mind the Magnet—Will, Affection, Emotion, Divisions of Love—When Others Avoid or Mistreat You—To Make the Right Kind of Friends—Attraction, What It Does and How to Use It—Etc., Etc.

Here are two sample comments showing what readers think of this book:

"I have a copy of 'Prosperity Through Thought Force.' It is the best and most practical instruction on the subject that I have read—and I have read many."—**OLIVER BOWERS**, Birmingham, Alabama.

"I have just received and read 'Prosperity Through Thought Force,' by Bruce MacLelland, and I think so highly of it that I enclose \$1.00 for another copy to lend. It is so plainly and naturally expressed that I believe it will help anyone who reads it to embrace and practice that higher life."—**EMMA E. CARR**, Lawrence, Massachusetts.

"Prosperity Through Thought Force" is a beautiful volume, 160 pages, printed on antique laid paper, artistic initial letters for chapter heads, handsome title page, half-tone of the author, all bound in finest silk cloth in a new shade of mauve.

**ELLA WHEELER WILCOX** will introduce you to new thought by her little booklet, "What I Know About New Thought". We will include this FREE in our specially special offer to Business Philosophers.

### OUR SPECIAL OFFER (New Subscribers Only)

The Nautilus Magazine, Twelve Months in Advance.....

A Copy of "What I Know About New Thought".....

Six Back Numbers.....

A Copy of "Prosperity Through Thought Force".....

**\$1.00**

**ALL FOR \$1.00!**

### THE NAUTILUS

Is the leading magazine of the new thought and mental healing movement. Helpful articles on health, success, and personal development. It teaches how to grow success and deals with practical subjects connected with daily living. Not a story book—tho it has splendid stories.

Elizabeth Towne's monthly editorials are said to have the largest following of any woman's writings in America.

Ella Wheeler Wilcox, Edwin Markham, Florence Morse Kingsley, Grace McGowan Cooke, Edgar L. Larkin, W. R. C. Latson, M. D., THOMAS DREIER, Wallace D. Wattles, and many others are its regular contributors.

Its readers practically control its departments. "Things That Make For Success" offers a monthly prize for the best success letter. Every six months \$5.00 cash is given for the best letter during that period.

The February and March numbers will be the Luther Burbank and Forestry numbers. Practical articles on what you can do to aid the great forestry movement.

#### ELIZABETH TOWNE,

Holyoke, Mass.

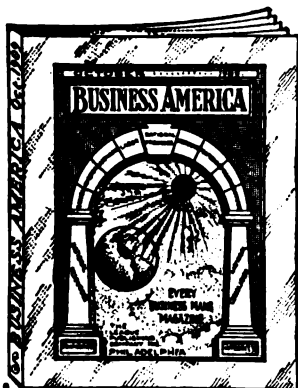
Dept. 10

Enclosed is One Dollar. Please enter my subscription for *The Nautilus* for one year and send me free as premium, a copy of "Prosperity Through Thought Force", a copy of "What I Know About New Thought", and six back numbers of *Nautilus*.

Name.....

Address.....

Town.....



SOMETHING ABOUT

# BUSINESS AMERICA

“EVERY BUSINESS MAN'S MAGAZINE”

Clean Cut, Dignified.

Profusely Illustrated

Printed on Heavy Plate Paper

Articles are contributed by Successful Business Men and Industrial Students, therefore of Tremendous Educational Value.

**BUSINESS AMERICA** is a High-Class, Illustrated Monthly Magazine for the thinking, energetic man of action. It will not fail to interest

**Bankers Manufacturers Merchants Lawyers**

Or any man occupying a **POSITION OF AUTHORITY**. Put it on your front counter.

Men of National Fame contribute articles to each number on matters of General Interest, of which the following is a sample — Problems of National and Municipal Government. Civic Improvement. Beautifying Cities and Streets. Methods of Successful Business and Trade Organizations. Recreation and Athletics that contribute to the health of the business man. Investments that have made good. Influence of music and the drama on business. Inventions that have revolutionized modern business methods. The production and distribution of fuel. Husbanding our National resources, etc. National legislation affecting the business man.

Only \$1.50 for the Year

Twelve Numbers

Subscribe Now

Single Copies 15 cts.

MAIL THIS TO-DAY

THE LEAGUE PUBLISHING CO., Inc. Date.....19....

Publishers BUSINESS AMERICA

10th and Chestnut Sts., Philadelphia

(Mark kind sent with X)

Gentlemen:—Inclosed find \$1.50 (cash, check or money order) for which send

**BUSINESS AMERICA**, a National Monthly Magazine for Business Men, for one year, beginning with the.....19....issue.

Write name plainly.....

Street No.....City.....State.....

## Let Us Send You This Machine for 10 Days' Free Trial



Price \$5.00

**T**HE new improved Model 49A, shown in the illustration, is the best Hand Numbering Machine of its kind on the market. And its the most inexpensive. For, while other machines of its capacity sell from \$10.00 to \$16.00, the new 49A is priced at \$5.00.

You can have one of these machines on ten days' free trial without obligating yourself in any way. Simply write us a note on your business letter-head mentioning the name of your nearest Stationer or Stamp Dealer. One of the machines will be sent to you immediately, all charges prepaid. You can then try out the machine in your own way. Put it to the hardest tests you can think of. Compare it with others. And then, if you are not satisfied that ours is the best numbering machine you ever saw, return it at our expense. If, on the other hand, you are convinced that you need the machine—if it has saved you precious minutes—prevented errors—satisfied you completely—remit the price, \$5.00.

### JUST MAKE A FAIR TEST

That's all we ask. We make this offer to prove to you conclusively just how far superior our machine is to every other make. Other machines must be watched. They're crudely made. They get out of order. They slip up occasionally—misnumber your records—make costly mistakes.

### OUR MACHINE IS INFALLIBLE

It can't make mistakes. And it is made to last—to give the utmost satisfaction. The frame is made of the best drawn steel, thus securing the maximum of strength with the minimum of weight. The wheels—the most important parts of a numbering machine—are made of nickel-bronze. And the figures are engraved, not cast, as in the inferior makes. The figures are finely proportioned, perfectly legible under all conditions, and add materially to the appearance of your records. The machine is self-inking. It numbers automatically from 1 to 999,999 consecutively, and has also the duplicate and repeat actions. A simple pawl changes the operation. The machine weighs but twelve ounces, operates rapidly, noiselessly, surely.

### GET A MACHINE TO-DAY

Write us a note now saying you'll give our machine a thorough try-out in your office. We'll see that you get a machine immediately. Remember, this trial does not in any way obligate you. Don't fail to write to-day.

123456

FAC SIMILE IMPRESSION

The Bates Machine Company

696-710 JAMAICA AVE.

BROOKLYN, N. Y.

## Will You Accept This Business Book if We Send it Free?

Sign and mail the coupon below. Send no money!  
Take no risk!

One hundred and twelve of the world's master business men have written ten books—2,070 pages—1,407 vital business secrets, ideas, methods. In them is the best of all that they know about

- |                |                     |                                                             |
|----------------|---------------------|-------------------------------------------------------------|
| —Purchasing    | —Salesmanship       | —Position-Getting                                           |
| —Credits       | —Advertising        | —Position-Holding                                           |
| —Collections   | —Correspondence     | —Man-Handling                                               |
| —Accounting    | —Selling Plans      | —Man-Training                                               |
| —Cost-keeping  | —Handling Customers | —Business Generalship                                       |
| —Organization  | —Office Systems     | —Competition Fighting                                       |
| —Retailing     | —Short-cuts and     | and hundreds and hundreds of other vital business subjects. |
| —Wholesaling   | Methods for every   |                                                             |
| —Manufacturing | line and department |                                                             |

A 9,050-word booklet has been published describing, explaining, picturing the work. Pages 2 and 3 tell about managing businesses great and small; pages 4 and 5 deal with credits, collections and with rock-bottom purchasing; pages 6 and 7 with handling and training men; pages 7 to 12 with salesmanship, with advertising, with the marketing of goods through salesmen, dealers and by mail; pages 12 to 15 with the great problem of securing the highest market price for your services—no matter what your line; and the last page tells how you may get a complete set—bound in handsome half morocco, contents in colors—for less than your daily smoke or shave, almost as little as your daily newspaper.

*Will you read the book if we send it free?  
Send no money. Simply sign the coupon.*

**The System Co., 151-153 Wabash Ave., Chicago**

If there are, in your books, any new ways to increase my business or my salary, I should like to know them. So send on your 16-page free descriptive booklet. I'll read it. BP-1-10

Name \_\_\_\_\_  
Address \_\_\_\_\_  
Business \_\_\_\_\_  
Position \_\_\_\_\_

## SUBJECTS COVERED BY **Modern Methods Magazine**

Promotion, Organization, Management.  
How Employer May Get Best Work from Employees.  
Duties of an Office Manager and How Best to Perform Them.  
Relations of Business Office to Bank.  
Department Heads and Their Relation to Other Departments.  
Essentials of Success for a Salesman.  
Salesmanship for the Benefit of the House.  
How to Create Public Interest by Advertising and How to Convert Public Interest into Orders.  
Talks to Inside and Outside Salesmen by Men Who Have "Made Good."  
Office "Short Cuts" Which Have Been Found Practicable.  
Keeping Track of Local Correspondence and Correspondence with Branch Houses.  
Keeping Track of Orders and Progress of Work Through the Factory.  
How Employee May Gain Promotion.  
How to Handle Inquiries to Best Advantage.  
Practical Systems for "Follow-up."  
Making of Catalogs for Dealers.  
Writing "Copy" for Advertisements.  
Fundamental Principles of Figuring Costs.  
Subscription Price  
50 cents a year, in advance.

Published Monthly by  
**Modern Methods Publishing Company**  
111-113 Woodward Ave., DETROIT, MICH.

600 Talking  
Points

# FREE

A set of these great books, which you will find described on another page in this magazine, will be given to anyone sending in six yearly subscriptions to The Business Philosopher.

It should be a very easy matter for anyone to get that many subscriptions in a short time. Many of our agents are getting ten a day. You ought to get two or three with very little effort.

If you do not care for these books perhaps we have some others which might interest you. Let us know what books you want and we will tell you the number of subscriptions it will take to get them without any cash payment on your part. We pay all express or mail charges.

Our subscription list is getting larger every day and we want to make this year—1910—the biggest business year of our history. We want all readers of The Business Philosopher to help spread the teachings of Mr. Sheldon over the entire world.

Here's hopin' you all get six or more subscriptions.

## SHELDON UNIVERSITY PRESS

Libertyville, Ill.

# 3 MONTHS 25¢ FOR AND YOUR MONEY BACK

We believe **THE WORLD TO-DAY** is one of the best magazines published for the general reader.

Quite naturally you will say that our judgment is biased because we are its publishers, and, of course, every publisher thinks his magazine is the best and the only one worth reading.

While we have back of us the verdict of an ever-increasing list of thousands of subscribers, we propose to put our opinion to a practical test.

## HERE IS OUR PLAN

**THE WORLD TO-DAY** is 15 cents per copy—three copies 45 cents. Fill in coupon and mail us 25 cents in silver, stamps, or any equivalent for the coin of the realm, and we will send you three issues, including our big Christmas number. At the end of the three months, if you are not satisfied that we have given you big value, simply drop us a card and we will promptly *refund your money*.

We made this same offer a year ago. While thousands accepted, not one asked for a refund. Can more be said?

## THE WORLD TO-DAY

is the one magazine indispensable to every home. While it is a monthly world review designed to keep the busy man or woman in touch with the world's happenings, it has still another mission—to *entertain*. To accomplish this double purpose it furnishes monthly, not only a complete digest of events, but many attractive articles on timely subjects, written by the foremost men and women of the day.

**THE WORLD TO-DAY** prides itself on its attractive make-up. It is *printed in colors*, and each issue is made a veritable panorama of the world by the many illustrations (more than given in any other magazine) of noted people, places and events.

The result is a publication that you will seek with joy because you will know in advance that it will afford diversion for the idle hour, and, best of all—*something worth while*.

**THE WORLD TO-DAY** is the only magazine of its class retailing at a popular price. In every respect a \$3.00 magazine for but \$1.50 a year.

## THE WORLD TO-DAY

67 Wabash Avenue  
CHICAGO

Enclosed please find 25 cents for **THE WORLD TO-DAY** for three months. Amount to be refunded if I am not fully satisfied.

## DON'T READ AT RANDOM

*Read this Course*

|                                                                                                                                                                                                                                                                                                                                                                        |        |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| THE GREEK VIEW OF LIFE, by G. Lowes Dickinson, Cambridge.....                                                                                                                                                                                                                                                                                                          | \$1.00 |
| SOCIAL LIFE AT ROME, by William Warde Fowler, Oxford.....                                                                                                                                                                                                                                                                                                              | 2.00   |
| THE HOMERIC STORIES (Translation of Iliad and Odyssey, illustrated).....                                                                                                                                                                                                                                                                                               | 1.25   |
| THE FRIENDLY STARS, by Martha Evans Martin.....                                                                                                                                                                                                                                                                                                                        | 1.25   |
| THE CHAUTAUQUA Magazine (Monthly—Illustrated. Membership included if desired.) Containing: "Woman in the Progress of Civilization" (George Willis Cooke); "A Reading Journey through Egypt" (Prof. James Henry Breasted); "Historic Types of Architecture" (Prof. Lewis Frederick Pilcher) and much additional material of general interest for voluntary reading..... | 2.00   |
| Total.....                                                                                                                                                                                                                                                                                                                                                             | \$7.50 |
| All four books and the Magazine to one address (cash with order.).....                                                                                                                                                                                                                                                                                                 | \$5.00 |

**"EASY FOR ANYBODY, WORTH WHILE FOR EVERYBODY"**

If in doubt, send stamp for handbook of testimonials.

Address Chautauqua Institution, Chautauqua, New York

### GET THE CHAUTAUQUA IDEA

### Do You Wear Glasses?

Then you know how annoying it is to have steam gather on them.

#### EUREKA LENS POLISH

will overcome this trouble for you. Easily and quickly applied and keeps the glasses clean a long time. A generous portion—enough for a year or more—for only 25 cents. It's more than a bargain—it's a blessing. Yes, stamps or silver will do, if you send them today. AGENTS WANTED. Address

The J. D. Reed Co., C. St., Battle Creek, Mich.

### WE WANT A MAN!

An A-R-E-A man, analyzing high in moral qualities, with some available capital, to come with us,—Manufacturers—, and work into office and selling end. We'll produce the goods.

Established 1905, have steadily grown. Now building new plant. Small yet, but the right man can find congenial company, and plenty of opportunity.

**D. C. GILES, Elmira, N. Y.**

## Your Name and Address

In Your Fountain

# Pen Clip

Protect Yourself in Case of Loss



*Write your name and address in the insert which is inside the clip.*

|                       |   |   |          |
|-----------------------|---|---|----------|
| Genuine German Silver | - | - | 15c each |
| Nickel Plate          | - | - | 10c each |

Sent prepaid by

## Standard Address Clip Co.

407 Carter Bldg., Jackson, Mich.

Say—"I Saw It in The Business Philosopher"



A Paneled Cedar  
**Treasure Chest**

which is a treasure, costing less than ONE season's cold storage, constituting perfect home-storage for delicate furs and fabrics; absolutely proof against insects, dust and dampness. Elegant, substantial, beautiful; made of fragrant Southern Red Cedar, it is an ideal wedding or birthday gift. Sold at factory prices with privilege of FREE examination.

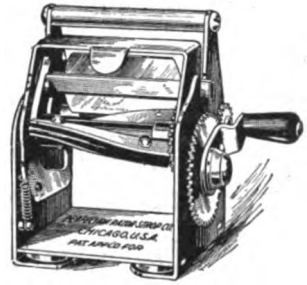
Piedmont Red Cedar Chest Co., Dept. 8 Statesville, N. C.

Free  
Catalog of various  
Styles and prices.

**STUDY  
LAW  
AT  
HOME**

The oldest and best school. Instruction by mail adapted to every one. Recognized by courts and educators. Experienced and competent instructors. Takes spare time only. Three courses—Preparatory, Business, College. Prepares for practice. Will better your condition and prospects in business. Students and graduates everywhere. Full particulars and Easy Payment Plan free.

The Sprague  
Correspondence School  
of Law,  
684 Majestic Bldg, Detroit, Mich.



**SHARPEN YOUR BLADES**

WITH THE

**PERFECTION AUTOMATIC RAZOR STROP**

For Safety or Ordinary Blades

You will be amazed at the difference in the edge. It's easy too. Just turn the crank—Every revolution gives six complete stroppings. It is just like the expert's twist of the wrist—the true principle of good stropping. It makes the old blades better than new and new blades better than ever. Write for free trial offer. If you desire, send name of your dealer. Name style of razor, if safety. Satisfaction positively guaranteed or money back.

**Perfection Razor Strop Company**

95 Dearborn St., Room 45, Chicago

Pacific Branch

Dyas-Cline Company  
Los Angeles, Cal.

Eastern Branch

Metropolitan Life Ins. Bldg.  
New York City

**“BOY WANTED”**

By NIXON WATERMAN

**A BOOK OF CHEERFUL COUNSEL**



A book that every father should give to his son—after he has read it. It's full of the kind of good talk that helps a boy or man on the road to Success.

The boy or man who truly reads the book cannot help but get a world of good from it. It's the kind that holds you from the frontispiece to the end of the last chapter.

Is it good for a girl, too? Why, bless me, it is good for both the little girl and the girl grown tall.

The price is only \$1.25 POSTPAID.

**The Sheldon University Press**  
**LIBERTYVILLE, ILL.**

# THE PROGRESS MAGAZINE

10c A Copy  
\$1.00 A Year  
Fully Illustrated

**On Sale At All Good Newsstands**

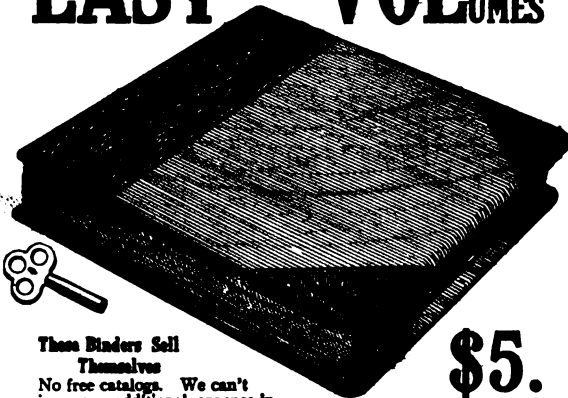
THE PROGRESS MAGAZINE is published for those ambitious ones who want to get ahead in the world; who want to make the most of life; who believe in self culture and in living the life worth while; who want to know what men and women are doing in all lines of human activity in all parts of the world; for those who are successful NOW and for those who want to be successful. If this HITS YOU, you ought to be a reader of THE PROGRESS MAGAZINE.

## **The Psychology Of Salesmanship**

is one of the important articles in the February issue, which you should read without fail. 176 or more pages each month. On sale January 20th. If unable to secure it of your newsdealer, send us his name and 10 cents for a copy. You will be glad to get acquainted. Address

THE PROGRESS COMPANY, 515 Rand-McNally Bldg., Chicago, Ill.

# EASY—VOLUMES



**\$5.**

### **These Binders Sell Themselves**

No free catalogs. We can't incur any additional expense in selling these volumes—the price is too low. Once this binder finds its way to your desk you will use no other. Your friends will also want them.

The size of this outfit is 11x11-2—containing 200 leaves, 10 1-4 x 10 1-2, 400 pages of fine quality ledger paper, ruled and printed; with an alphabetical index, letters embossed in gold on extension leather tags, reinforced with linen to extra strong index paper. Bound in a manner that if you should use it hard enough to wear away the leather, you will still have a good and strong canvas binding which will not wear out for a lifetime. No posts or knobs to mar your desk. It can be adjusted to hold from 100 to 1000 leaves or more.

Send five dollars (\$5.00) at our risk, mention this ad. and we will send this complete Standard Ledger outfit (equal to \$15 or \$18 outfits) immediately. If you are not more than satisfied send it back and we will refund your money.

F. N. Volkert & Company, 87 Fifth Ave., Chicago

## **EIGHT PER CENT. INVESTMENT FOR JANUARY DISBURSEMENTS**

**8%** 20-Year First Mortgage  
Gold Coupon  
Irrigation Bonds

Denomination \$500. Interest Sept. 1st. March 1st

Principal and interest guaranteed by first mortgage, on the rich, sub-irrigated Sanford lands—the most costly lands in Florida—owned by Howard-Packard Land Co., Inc. These lands are unequaled in their earning capacity; conservative statistics for the past five years show them to have earned more than 8% on a valuation of \$7,000 per acre. The funds secured from these Bonds are being used solely for improving and sub-irrigating the lands held as security for the Bonds.

We invite strictest investigation. If you come to Florida this winter, include a personal visit to us—we want personal investigation. 8 per cent circular free.

**HOWARD-PACKARD LAND CO., INC.**

Sanford, Florida.

## **A GOOD SHORTHAND REPORTER**

is the only kind you can afford to employ.

I am well prepared to handle all kinds of law and general reporting

**FRED H. GURTLE**

SHORTHAND REPORTER

810-812 Reaper Block Telephone Randolph 3028 CHICAGO

Say—"I Saw It In The Business Philosopher"

**\$1.50**

Valuable and Interesting

**\$1.50**

## **Are You Interested in Finance and Banking?**

**If successful You Should Invest Intelligently.**

**Leading Bankers, Financiers, Corporation, Railroad and Public  
Officials and Financial Authors Write each Month for**

### **The BANKER and INVESTOR MAGAZINE**

**"The National Magazine of Finance"**

This is the only Financial Magazine of standard size at less than \$3.00 a year and leads in its field. Ably edited, beautifully printed on fine paper and strikingly illustrated. This Magazine contains in every issue the best current thought expressed on financial and banking affairs.

Our interesting departments are: Financial, Banking, Foreign Banking, The National Capital, (official data) Railroads, (security notes of interest) Studies in Securities, Financial Advertising, Coins and Currency, Recent Legal Decisions, Our Book Shelf, (review of new books) the Letter Box, (interesting and instructive) and Editorial Comment.

All of good wholesome matter that every business man should know—whether banker, broker, lawyer, merchant, manufacturer, farmer, bank director, professional man or other successful man—if he wants knowledge of financial affairs.

Subscribers have free privilege of making inquiries on financial, corporate and legal matters of Thomas S. Hodson, LL.D., Editor. **You can't afford to miss a single number of this Magazine, which is National in its scope and popular in every state and reaches every continent.** All contents copyrighted.

Better send \$1.50 in money, stamps, check or money order to day at our risk. Three years for \$3.00. Address:

### **Banker and Investor Magazine**

**93 Wall St., NEW YORK or 1524 Chestnut St., PHILADELPHIA**

**\$1.50**

Yearly Subscription

**\$1.50**



# Build a Big Business of Your Own Quickly, Easily, Surely

An Expert Knowledge of How to Collect is Better Capital Than Cash

Are you only fitted to draw another man's salary and do another man's bidding? Isn't there in you the ability to control your *own* organization—dictate your own letters and get the cumulative profits from your assistant's work?

There is no field in business today that *needs* men so badly as the field of the Expert Collector. The more business expands, the more it needs men who know how to bring in money from slow pay customers.

I have built up a business that pays me thousands of dollars a year—supports a big organization—two big offices at Chicago and Detroit—because I know how to go about making slow debtors pay up.

I have reduced it to such a system that *now* I need give it scarcely any of my personal attention—every step is so carefully and scientifically worked out from experience that now my assistants can carry out the details as well as I could.

I will teach *you* my system—make it just as easy for you to collect as it is for my own men. And with this knowledge you can begin your business evenings without giving up your salary, until the growing volume of your business compels you to.

Hundreds of my students have in a year or two established themselves in fine offices and are making remarkable progress.

## FREE—The Valuable Book "Pointers"

Send the coupon today for this free book. It will show you the way to start in business for yourself—without the need of cash capital—will help you to the easiest, surest road to a big income. Sign and mail this coupon now.

American  
Collection  
Service  
141 State Street,  
Detroit, Mich.

Gentlemen:—Send me at once your free book "Pointers," showing me how to start a collection organization without cash capital.

Name.....

Address.....



W. A. SHRYER, Pres. American Collection Service.

**My Course of Instruction has put hundreds of salaried men into offices of their own, with their own stenographers and assistants**



Office of Merchants Credit Exchange, Atlantic City, N. J., started by F. B. Biggs after receiving Mr. Shryer's course of instruction.

## "Business Service"

is a new monthly magazine for the man dealing with credits and collections. Every month it is filled with vital information and suggestions for making closer, quicker collections.

It is now running, among other vital collection helps, two series of articles that will save any business man hundreds of dollars. One explains how to prevent and overcome such defenses as Bankruptcy, Statute of Limitations, Infancy, Statute of Frauds and similar collection problems. The other series deals with Collection Psychology and clearly tells you not only *what* to do, but *why* to do it.

Send a one dollar bill today for this valuable magazine for 12 months and we will send you

## FREE

W. A. Shryer's new book that will save many dollars for any business man, on his current accounts—

## "Collection Sense and Science"

Send this coupon and one dollar today and get this valuable book and a whole year of this helpful magazine.

The best schemes and plans for handling current credits will be brought to you in clear, easy-to-understand form. Any man having collections to make will be constantly helped by this magazine, and anyone contemplating entering the profession of Collection Expert will get inspiration and information from it. Clip the coupon now, sign and enclose your one dollar bill. The book will be sent prepaid at once, and if you are not more than satisfied, your money will be quickly refunded.

W. A. SHRYER, Pres.  
American Collection Service  
Detroit, Mich.  
141 State  
Street.

American  
Collection  
Service  
141 State Street,  
Detroit, Mich.

Gentlemen:—Attached is \$1. Send me your monthly magazine, "Business Service," for one year, and send me free, prepaid, Mr. Shryer's new book, "Collection Sense and Science." If I am not satisfied with the book, you will return my money.

Name.....

Address.....

Say—"I Saw it in The Business Philosopher"

# Spinal Irritation

An elegantly illustrated booklet explaining the cause and cure of the disease that produces the following SYMPTOMS:

**HEADACHE** or pains in the head, especially in the Back part or Base of Brain; Nervous or Biliary Headache; sensations that feel like the pulling or stretching of  
**CORDS** in the Neck; trouble with the  
**EYES** connected with pain or aching in back part of head or neck or upper part of shoulders; aches or pains in the eyes or back of them; specks or spots before the eyes or blurred vision; a frequent desire to  
**SIGH** or **YAWN** or take a deep, full breath, and in some cases, an inability to do so;  
**PALPITATION** or irregularity of heart; pains, oppression, difficult breathing, or very peculiar and disagreeable feelings in the region of the  
**HEART, LUNGS, STOMACH**, or other parts of the body that doctors often call Neuralgia, Rheumatism, Indigestion, Heart trouble and various other names, but fail to cure; aches or pains in the region of the  
**KIDNEYS; BACK-ACHE**; sensations of oppression or constriction like a  
**BELT AROUND THE BODY**, or part way around;  
**PARTIAL PARALYSIS** of arms, shoulders, hands, lower limbs or feet, causing pains in these members, or a  
**NUMB FEELING** or sensations of coldness, heaviness, or a tingling or feelings resembling the  
**PICKING OF PINS** or needles or as if the parts were asleep;  
**SORE, TENDER** or **BURNING** points along the spine or in the limbs or feet; pains in the face, arms, back, lower limbs or feet, resembling those of  
**NEURALGIA** or **SCIATIC RHEUMATISM** (physicians often treat these symptoms as ordinary neuralgia or rheumatism, but such treatment will not cure them);  
**CHILLS UP** or **DOWN BACK**;  
**CREEPING** sensations, coldness or numbness; pain **BETWEEN SHOULDERS**.

If you have the above named symptoms, or any of them, you probably have **SPINAL IRRITATION**, a very serious disorder that but few physicians can cure. Yet it is very easily cured by proper treatment. Our elegantly illustrated booklet explains how. It also describes the disease and explains what causes it.

Price, 10 Cents.

OHIO STATE PUB. CO., 93-5 The Birmingham, Cleveland, O.

## TYPEWRITERS ALL MAKES



**Visible Writers** or otherwise **Olivers, Remingtons, Smiths, etc.**  
 Shipped ANYWHERE for Free Trial, or RENTED, allowing RENT to APPLY.

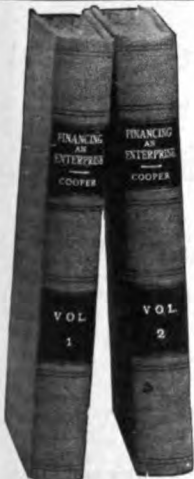
**Prices \$15.00 Up**

First class Machines fresh from the Manufacturers  
 Write for Illustrated Catalog Your opportunity.

TYPEWRITER EMPORIUM, (Est. 1892) 92 & 94 Lake St., Chicago

## FINANCING AN ENTERPRISE

By FRANCIS COOPER



TWO volumes that have helped hundreds of men win fortunes by showing them how to successfully finance and promote their business or their discoveries. Highly endorsed. Only successful work on promotion.

**VOL. 1** describes conditions necessary for successful financing; how to investigate, protect and capitalize an enterprise; experimental work and model making.

**VOL. 2** tells best methods for securing money, privately, or publicly, by advertising; how to advertise, how to write a winning prospectus. Important chapters on stock, bonds, incorporation, etc.

Invaluable knowledge gathered from fifteen years' experience. Save you hundred times its cost. Full descriptive circular if you want it.

500 pp., 1909 ed. Buckram binding. Two vols., \$4.00 prepaid. Either vol. separately, \$2.00 prepaid.

SHELDON UNIVERSITY PRESS

Libertyville, Illinois

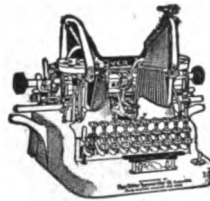
# A \$100 Typewriter for 17 Cents a Day!

Please read the headline over again. Then its tremendous significance will dawn upon you.

An **Oliver Typewriter**—the standard visible writer—the \$100 machine—the most highly perfected typewriter on the market—*yours for 17 cents a day!*

The typewriter whose conquest of the commercial world is a matter of business history—*yours for 17 cents a day!*

The typewriter that is equipped with scores of such conveniences as "The Balance Shift"—"The Ruling Device"—"The Double Release"—"The Locomotive Base"—"The Automatic Spacer"—"The Automatic Tabulator"—"The Disappearing Indicator"—"The Adjustable Paper Fingers"—"The Scientific Condensed Keyboard"—all



**Yours For 17 Cents a Day**

We announced this new sales plan recently, just to feel the pulse of the people. Simply a small cash payment—then 17 cents a day. That is the plan in a nutshell.

The result has been such a deluge of applications for machines that we are simply astounded.

The demand comes from people of all classes, all ages, all occupations.

The majority of inquiries has come from people of known financial standing who were attracted by the novelty of the proposition. An impressive demonstration of the immense popularity of the Oliver Typewriter.

A startling confirmation of our belief that the Era of Universal Typewriting is at hand.

**A Quarter of a Million People are Making Money with**

**The OLIVER Typewriter**  
*The Standard Visible Writer*

The Oliver Typewriter is a money-maker, right from the word "go"! So easy to run that beginners soon get in the "expert" class. *Earn as you learn.* Let the machine pay the 17 cents a day—and all above that is yours.

Wherever you are there's work to be done and money to be made by using the Oliver. The business world is calling for Oliver operators. There are not enough to supply the demand. Their salaries are considerably above those of many classes of workers.

**"An Oliver Typewriter in Every Home!"**

That is our battle cry today. We have made the Oliver supreme in usefulness and absolutely indispensable in business. Now comes the conquest of the home.

The simplicity and strength of the Oliver fit it for family use. It is becoming an important factor in the home training of young people. An educator as well as money maker.

Our new selling plan puts the Oliver on the threshold of every home in America. Will you close the door of your home or office on this remarkable Oliver opportunity?

Write for further details of our easy offer and a free copy of the new Oliver catalog. Address

**The Oliver Typewriter Company**  
 The Oliver Typewriter Building Chicago, Ill.

# ON THE FIRING LINE

## LA FOLLETTE'S

### WEEKLY MAGAZINE

In its **ROLL CALL**, it gives the Facts about Public Measures, and the Records of Your Representatives in Congress. In its Special Articles, it tells what is being done in a practical way, throughout the Nation, to make the hold of the People on their Government more Secure, and to Bring about Equal Opportunity for All.

**FOR BUSY MEN—FOR EVERY HOME**

LA FOLLETTE'S will bring to you, once each week, information that you can get in no other magazine—information about men and measures—information about the record of your representatives—information about the great political issues that you and your friends are talking about and that you will have to settle with your votes—information about the popular movements to conserve our natural resources, to improve conditions of farm life, and to promote industrial democracy.

To give you this information, many of the ablest writers of the nation are contributing to LA FOLLETTE'S—all earnest brilliant men and women, who know whereof they write and who write in plain English.

A California editor has said that LA FOLLETTE'S has a Woman's Department that a man can read and not go crazy. "Home and Education" is edited by Mrs. Robert M. La Follette and Miss Caroline L. Hunt. Mrs. La Follette writes mostly from the personal standpoint of observation and experience. Her page is in the nature of informal talks on health, children, schools, books,



SENATOR R. M. LA FOLLETTE,  
Editor.

entertainment, and sketches of life in Washington and on the farm. Miss Hunt, who was four years professor of home economics at the University of Wisconsin, has had the best preparation to write of home management from the professional standpoint, and always adapts her knowledge to the practical needs of the general reader.

"In view of the character of the public issues of today and lack of care in their presentation, the necessity for a fair, candid and fearless exposition of public issues was never so strong as now, and this need is fully met by LA FOLLETTE'S WEEKLY."—*Moses E. Clapp, U. S. Senator from Minnesota.*

"I wish we had a number of papers like yours with a national circulation and still others with state circulations. There cannot be too much publicity. Out of discussion comes truth; only error seeks the cover of darkness. Strength to your arm! I shall be glad to co-operate with you so far as I can, and where we are compelled to disagree, I shall still be glad to have the opposite side as ably and as honestly stated as it will be in your paper."—*William J. Bryan.*

**LET THE NATION'S LEADING WRITERS KEEP YOU POSTED!**

ALL FOR FULL YEAR, SENT TO SEPARATE ADDRESSES IF SO DESIRED:

|                          |                                       |               |               |
|--------------------------|---------------------------------------|---------------|---------------|
| <b>EXTRA<br/>SPECIAL</b> | <b>BUSINESS PHILOSOPHER</b> . . . . . | <b>\$2.00</b> | <b>\$3.00</b> |
|                          | <b>THE CAXTON MAGAZINE</b> . . . . .  | <b>1.00</b>   |               |
|                          | <b>THE CAXTON BROCHURES</b> . . . . . | <b>1.00</b>   |               |
|                          | <b>LA FOLLETTE'S WEEKLY</b> . . . . . | <b>1.00</b>   |               |

Post yourself! For only \$1.00 a year (50 two-cent stamps) you place at your disposal knowledge of all the world events—a library of information such writers as White, Steffens, Congressman Murdock, Judge Lindsey, Brand Whitlock, Jane Addams, William Hard, John Mitchell, Dean H. L. Russell, and many other brilliant men and women, leaders in the progressive movement, have spent a lifetime of sacrifice in gathering.

A POSTAL WILL BRING YOU A FREE COPY OF LA FOLETTE'S. Send today.

**LA FOLLETTE'S**  
Weekly Magazine  
MADISON, WIS.

Agents Wanted

**\$1.00 a Year**

235  
Pages  
15  
Full  
Page  
Car-  
toons

# GINGER TALKS

## Sales of Two Million a Month

The Course in Salesmanship that Built Them for the National Cash Register Co.

**Yours for \$2.00**



**T**HINK of a course in practical salesmanship, written straight out of the heart of the greatest selling organization in the world, by a Director of that organization; a course that does not merely describe the selling system of this colossal concern—but **IS THAT ACTUAL SYSTEM ITSELF**—the word for word Ginger Talks of that world famous company to its 1,000 salesmen—the verbatim coaching, the exact specific instruction, the very selling pointers and arguments and inspiration and enthusiasm that built up, through those 1,000 red-blooded salesmen, a business of over two million dollars a month in monthly sales.

**The Pabst Co. Bought it for its 1800 Salesmen**  
**The Quaker Oats Company Invested \$450.00 in It**  
**1682 Other Giant Concerns Have Taken It for Their**  
**Entire Sales Forces, Many Taking from**  
**100 to 1000 Each**

Ask us to send you a list six feet long of these concerns which employ nearly 50,000 salesmen

**G**INGER TALKS are a complete text-book of instruction and pointers on the art of selling goods. They simplify the whole of practical salesmanship; make clear with wonderful illustrations and exact explanations how to make approaches, how to secure attention, how to create desire, how to stimulate to immediate action and walk out with the order. They tell the salesman how to turn enmity into friendship, cold indifference into eager interest, casual inquiries into actual buyers, actual buyers into permanent customers. They touch on a thousand salesmen's difficulties and perplexities and show a way out of each one.

**G**INGER TALKS is the only business book ever written that is as brilliant and fascinating in style and has the same human interest as George A. Aiken's "Fables in Slang", Billy Baxter's "Letters", or Mr. Dooley's famous conversations with his friend Hennessy. The sentences are crowded with epigrams, sharpened with penetrating wit, lighted up with humor, and made fairly alive with the tones of a master-

ful personality. It is this wonderful combination of solid instruction and brilliant expression—"beefsteak nutriment and champagne style" that has brought Ginger Talks their tremendous sales.

**SEND YOUR GINGER**  
**SHELDON UNIVERSITY PRESS**  
LIBERTYVILLE, ILLINOIS

I am enclosing Two Dollars. Send me a copy of **HOLMAN'S "GINGER TALKS."**

Name .....

Address .....

State .....

You can enclose \$2.50 and receive a copy of *Ginger Talks* and *The Business Philosopher* for one year

If you are interested in installing the very latest devices for the handling of your detail work, Office Appliances offers the only medium of gaining a close technical knowledge of those on the market.



## PIN A DOLLAR BILL

TO YOUR LETTER-HEAD AND MAIL TO US TO-DAY

That dollar bill will bring to your desk for eight months the one technical magazine of all the business world which will keep you, your auditor, your purchasing agent and your entire organization face to face with the firing line of business—abreast of the times and in line with progress.

## OFFICE APPLIANCES

The 140-Page Monthly Magazine of Office Equipment is a touch with the market place of the modern machinery of business. A universal office appliance gazetteer! a manufacturers' index, a buyer's guide, a permanent exposition of all that is newest, oldest or best in the realm of business equipment.

Just by way of comparison—all the press clipping bureaus in the country could not

So that time spent in reading OFFICE APPLIANCES is in reality time saved. A few minutes with your Business Machinery Magazine represents HOURS of editorial time, and an infinite amount of patience and skill in the selective process.

The value of Office Appliances to you who are the buyers and users of office appliances, supplies and furniture—you who pay the bills and count the cost—is not based on theoretical plans or ideas. It is the more tangible value of dollars and cents. It tells just what, where, and how to buy to simplify office methods, and to save you money in the doing.

A sample copy is FREE for the asking, but why not pin the dollar bill to your letter-head TO-DAY, and let us start the service at once?

**YOU WILL SEE THE RETURNS ON THAT DOLLAR  
GROW WITH EACH SUCCEEDING  
MONTH**

Sign Here

|                                                                                                                                                                                                                                                   |               |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| 19__                                                                                                                                                                                                                                              |               |
| To "OFFICE APPLIANCES,"<br>303 Dearborn St., Chicago, Ill.                                                                                                                                                                                        |               |
| Enclosed find one dollar for which kindly send me OFFICE APPLIANCES for eight months beginning with the January, 1910, special issue, containing articles on business conditions all over the world—written by foreign manufacturers and dealers. |               |
| _____                                                                                                                                                                                                                                             | \$1.50        |
| _____                                                                                                                                                                                                                                             | a year in     |
| _____                                                                                                                                                                                                                                             | United States |
| _____                                                                                                                                                                                                                                             | \$2.00        |
| _____                                                                                                                                                                                                                                             | a year        |
| _____                                                                                                                                                                                                                                             | Foreign       |

Write name and address plainly. Put State and City address, and if you have the magazine sent to your home, give business address also.

Say—"I Saw it in The Business Philosopher"

## \$100 IN GOLD GIVEN AWAY

A genuine bona fide offer. Read our proposition. Are you a smart speller? We give \$100 in gold and other prizes named below to those able to make the largest list of words from the words **THE ROUNTREE PUBLISHING COMPANY**. You can make at least twenty, we believe, and if your list is the largest you will get the greatest prize. In case of a tie prizes will be divided between highest contestants. Here are the rules to follow: Use only words in the English language. Words alike, but with different meanings can be used but once. Use any dictionary. Pronouns, nouns, verbs, adverbs, suffixes, adjectives, proper nouns, allowed. Anything that is a legitimate word will be allowed. This is the way: Heart, temple, rain, only. Use these words and arrange alphabetically.

The following is a list of the prizes:

\$25.00 for the largest list of words as above. \$20.00 set of Encyclopedia, second largest list. \$15.00 third largest list. \$12.00 set of dishes, fourth largest list. \$10.00 Mission Lamp, fifth largest list. \$10.00 cash, sixth largest list. \$5.00 cash, seventh largest list.

\$2.00 each to the next twenty-two highest.

Subscriptions to the Dixie Home one year to the next hundred highest.

We want you to know **THE DIXIE HOME**, which is one of the brightest and best illustrated magazines in the world, and it is for this reason that we offer these premiums. We make no extra charge for the privilege of entering this word-building contest. To enter the contest it is necessary for you to send us fifty cents for subscription to the Dixie Home for one year, with your list of words. List should be sent at once. The lucky ones' names will be published later. This is a great offer to those that take an interest in such contests.

Address

**"CONTEST EDITOR," DIXIE HOME**

Dept. 13

Birmingham, Alabama





## French Lick Springs

is an all year round resort, famed for its healing waters and the out of door attractions of its climate and scenery. The thousand acres of natural park, walks, drives, golf and other outdoor amusements are charming any season. Hotel is modern in every respect, affording accommodations for 700 guests, with home comforts; all sleeping apartments are outside rooms, light and airy. The winter climate, while crisp and bracing, is dry, sunny and thoroughly enjoyable, and a stay of two or four weeks will prove very beneficial.

### French Lick Springs Waters

possess medicinal properties unequalled for the treatment of stomach, liver, bowel and kidney diseases.

### Pluto Concentrated Spring Water

is recommended by Physicians everywhere and sold at all Drug Stores, in half pint and quart bottles, costing 15c and 35c.

Write for booklet giving full information concerning the hotel, waters, etc.

## French Lick Springs Hotel Co.

THOMAS TAGGART, Pres., French Lick, Indiana  
ON THE MONON AND SOUTHERN RAILWAYS

# Ring the Bell Every Time

**WHAT** is it worth to you to be able to ring the bell every time you strike for a customer's order?

What is it worth to you to be able, when he puts forth an objection, to knock that objection sky high with the irresistible force of a selling argument that has been tried and proven by the best salesmen of the best concerns in the world—concerns whose names are household words by reason of the enormous sales these very selling arguments have brought them?

---

## *What is it Worth To You:*

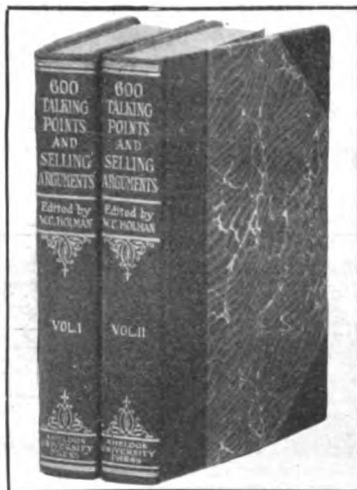
—To know in advance the objections your prospect will make and the best answer to each that has ever yet been discovered.

—To have a number of answers (in some cases as many as twenty to thirty) to each objection—all irresistible—600 irresistible selling arguments?

—To know that every one of these arguments has been evolved by years of hard experience—improved and made stronger by constant successful use?

—To know that many of these arguments cost thousands of dollars in experience before they were discovered and perfected—and that many of them have sold millions of dollars worth of goods?

---



---

## *Every Page Coinable Into Money*

A chemical formula written on the back of an envelope may be worth a fortune; a few figures giving the combination to a safe may unlock a door with millions behind it. Every page of this book contains a selling formula that you can coin into ready money. Every one of these 600 irresistible arguments opens a door that will lead you to more sales and more commissions. You could well pay, if you had to, a green-back for every page of this book; but the cost to you is slight.

---

## *SIGN THIS COUPON*

Can you afford to pay one-half cent for an argument that has sold thousands of dollars worth of goods—an argument whose discovery cost hundreds or even thousands of dollars in time and experience and actual money of star salesmen and great concerns.

—An argument that will surely close sales for you—that may clear you a hundred dollars in commissions the first day you use it, and hundreds or even thousands of dollars as you use it over and over again, throughout the entire year and for years to come.

Can you afford to pay one-half cent for what is worth anywhere from \$10.00 to \$1,000.00 in actual money-making power to you?

### **Then Sign This Coupon and Mail Today**

THE SHELDON UNIVERSITY PRESS, Libertyville, Ill.

Enclosed please find \$4.00 for your Two big volumes of Six Hundred Talking Points and Selling Arguments.

Name.....

Address, etc.....

Say—"I Saw it in The Business Philosopher"

# Advertising

On the surface, ADVERTISING is construed to mean the intelligent use of Newspaper, Magazine, Street Car or Billboard space, but, in a larger sense, it means much more than that.

We proceed on the basis that your form letter, your letter-head, your circular or catalog—the atmosphere and tenor of every piece of your printing matter, etc., are a very vital part of the Advertising Campaign;—that much good advertising effect is weakened by a non-co-operative follow-up.

With this thought in mind, we extend to the Advertiser such full and complete service as might be expected of a thoroughly organized and equipped advertising department of his own, and, to this end, every possible help that efficient advertising-merchandising men can be to an advertiser is constantly at the disposal of our clients.

Truly this is out of the beaten path of agency service. It is a basis upon which a considerable business is being built.

*We invite correspondence  
and an opportunity to show  
what we are prepared to do.*

## **NICHOLS-FINN**

### **ADVERTISING COMPANY**

---

---

**Heyworth Building**

**Chicago**



**Your High Calling—**

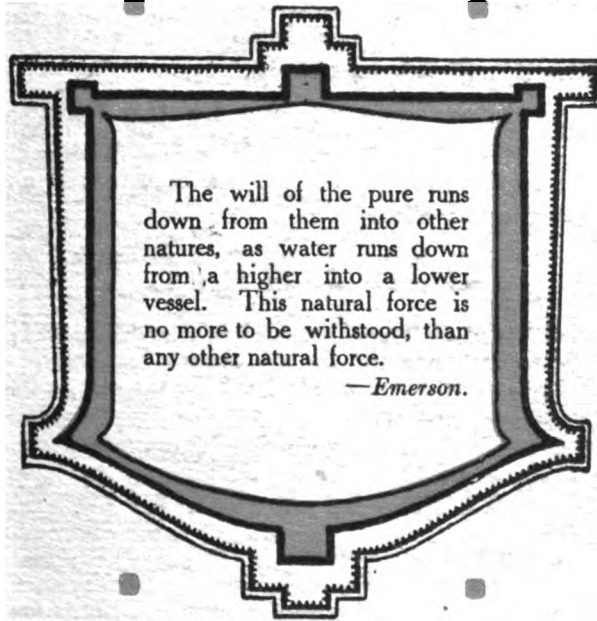
**Business is a great thing—but business that commands all the best faculties of mind and soul is an occupation fit for the highest among men.**

**—Sheldon**

AUG 16 1910

# SHELDON'S BUSINESS PHILOSOPHER

## AND SALESMANSHIP



**SHELDON · UNIVERSITY · PRESS**  
**LIBERTYVILLE · ILLINOIS**

# The Religion of the Future

By **CHARLES W. ELIOT**

*(President of Harvard University for forty years)*

President Eliot is the most able educator this country has ever produced: a man of master mind, with broad and liberal ideas. In this little volume he dispels the fog that has ever surrounded our religious beliefs, and gives us the truth. A few years ago he would have been ostracized for writing such a book; but the world has changed, and now we have no fear of the old orthodox hell and the accompanying fireworks. President Eliot is not an atheist, he does not seek to destroy our beliefs; but he does tear away the creeds, cant, and conventional forms, that man in all ages has tacked on. If you are a believer, a non-believer, or if you do not know just what you believe, read this book—it will set you right.

¶ Made into a classy little volume by the Caxton workers, printed from large, clear type, in two colors, on special gray paper, portrait frontispiece, bound in stiff gray colors. And the price is Only Fifty Cents.

## TOM DREIER

That young vagabond who discovers "quality folks," and then writes stories about them, has joined the Caxton workers. He will make it his business to hunt up the silent, earnest, efficient men and women who are doing the world's work; those who have conceived ideas, and then had the courage to fight for success; and he will write human documents about them, which will appear exclusively in

## THE CAXTON

A magazine of inspiration; which preaches the gospel of efficiency, and helps you to climb because it tells the What, Why and How. Clean—cheerful—optimistic—snappy—keen—educational—humorous—earnest and sane. It is one of the most beautiful magazines in the world. Printed from large, clear type, in two colors, on special pearl-gray paper, tipped-in frontispiece, tied with silk.

¶ Sample copy for ten cents; or you may have it twelve months for one dollar. If your dollar reaches us this month, we will present you one of our recent books: "The Religion of the Future" by President Eliot; or "The First True Gentleman," with foreword by Dr. Edward Everett Hale.

**THE CAXTON SOCIETY, Pittsfield, Mass.**





# CONTENTS

MARCH, 1910

A. F. SHELDON, . . . . . EDITOR-IN-CHIEF  
THOMAS DREIER, . . . . . MANAGING EDITOR

|                                                                                | Page  |                                                             | Page |
|--------------------------------------------------------------------------------|-------|-------------------------------------------------------------|------|
| Sheldon Business Chautauqua for 1910                                           |       | The Questions of Socratic, By ARTHUR W. NEWCOMB . . . .     | 161  |
| The New Competition, By CHARLES F. DOLE . . . . .                              | Front | Analysis of Sale of Lot, By A SHELDON STUDENT . . . . .     | 167  |
| Editorial, By A. F. SHELDON . . . .                                            | 127   | Getting Out of Your Shell, By C. M. FALCONER . . . . .      | 168  |
| The New City of Friends, By WALT WHITMAN . . . . .                             | 133   | "Just a Commonplace Plugger", By LUTHER D. FERNALD . . . .  | 169  |
| The Business of Creating a Demand for Justice, By GEORGE H. EBERHARD . . . . . | 134   | The Profession of Advertising, By S. C. DOBBS . . . . .     | 170  |
| The Magic Story, By FREDERICK VAN RENSSELAER DEY . . . .                       | 135   | Sizing Up the Other Fellow, By C. M. FALCONER . . . . .     | 171  |
| Something for Nothing, By E. K. ROUNTREE . . . . .                             | 143   | When the Salesman Collects, By GEORGE H. EBERHARD . . . .   | 172  |
| The Salesman's Ten Good Fairies, By F. DE KOFSKY . . . .                       | 143   | Leaves from My Order Book, By MORTON MAYNE . . . . .        | 173  |
| Take Enough Time, By H. L. JEWETT . . . . .                                    | 144   | Coaching the Roofer, By ARTHUR W. NEWCOMB . . . . .         | 177  |
| Gleanings from Business Fields, By THOMAS DREIER . . . . .                     | 145   | Your Destiny Calls, By GLENWOOD S. BUCK . . . . .           | 181  |
| Which Way Are You Headed? By JAMES W. FISK . . . . .                           | 149   | Something New in Business Literature, By B. C. BEAN . . . . | 183  |
| A Lesson from Mr. Ant, By F. W. BULL . . . . .                                 | 150   | "What Is There in It for Me?" By JED SCARBORO . . . . .     | 184  |
| About a College Education, By ARTHUR W. NEWCOMB . . . .                        | 151   | The High School of Commerce, By SOLOMON WEIMER . . . . .    | 185  |
| The Common Stock, By EDWARD EVERETT HALE . . . . .                             | 154   | Knowledge and Education, By W. N. HULL, A. M. . . . .       | 188  |
| Relation of Salesmanship to Advertising, By HUGH CHALMERS . . . .              | 155   | The Philosopher Among His Books . . . . .                   | 189  |
| The Story of John Sticker, By C. R. TROWBRIDGE . . . . .                       | 160   |                                                             |      |

Two dollars a year will bring the magazine to anyone in the United States or its possessions, and \$2.50 in Canada and foreign countries.

Requests for 'changes of address' MUST reach this office before the 10th of the month in order to insure the *proper* mailing of the current issue of this magazine. In sending in the new address please give your previous location.

**SHELDON UNIVERSITY PRESS**

LIBERTYVILLE, ILLINOIS

Entered as Second-Class Matter, Oct. 7, 1907, at the Post Office at Libertyville, Ill., under Act of March 3, 1879. Copyrighted by Sheldon University Press

# ***Every Business Man***

***ought to read***

an advertising magazine---if he doesn't he's neglecting the only permanent foundation for any business.

## ***AGRICULTURAL ADVERTISING***

is written---not by theorists---but by real workers in the actual advertising field. It is a journal of modern advertising news and methods.

Widely known under the above name, the magazine has long since outgrown its title. It deals with Advertising in all its phases.

### ***Subscribe Now!***

The regular subscription price is 50 cents per year. **Right now** we'll send it **three years** for one dollar.

**AGRICULTURAL ADVERTISING**

**LONG-CRITCHFIELD PUBLISHING HOUSE**

**1300 Corn Exchange Bank Bldg.**

**CHICAGO**

Say—"I Saw it in The Business Philosopher"



# Be the Big Man!

The difference between *big* men and *little* men is only a difference of training.

Sheldon Students, who are moving ahead and leaving thousands of others behind, are not better men, but better *trained* men.

The world is laying its prizes at the feet of the man who is *successfully trained* to cope with present day business methods; and the Sheldon Course in Successful Salesmanship is ready to make YOU a splendidly trained man during your spare time in 1910.

It will bring out your latent capabilities, broaden your horizon and fit you for *big* things in the months just ahead.

It remains with you to make the *start* by sending for the Sheldon Book, which costs you nothing. This coupon, with your name and address, brings the book by first mail, FREE.

**Better Send For It Now**

**The Sheldon School**

**The Sheldon School,  
922 Republic, Chicago**

Kindly send me a copy of the Sheldon Book free of all expense to me.

Name.....

Address.....

City.....State.....

# The Sheldon Chautauqua for 1910

BY THE SERGEANT-AT-ARMS

**T**HIS is just the summer vacation for you, Mr. Busy-man.

It is recreation—fun—exercise—fresh air and sunlight—whole-some things to eat and lots of them—social life—fishing—camping.

And it is a time for building mind and soul. No frills. No fine-spun theories. Just plain, practical, every day science—that is common sense—about how to think more keenly and powerfully, how to remember more easily and accurately, how to imagine more vividly and constructively, how to have more ambition of the right kind, more hope, more faith in yourself and your work, more earnestness and enthusiasm, more

honesty and justice, more courage more kindness and loyalty; how to develop and keep a strong, healthy, enduring body; how to get more power of decision, despatch, initiative, industry, and perseverance. You need all these things in your business.

And then you will learn something about the science of business building—how to know and talk your goods more effectively, how to find more and better customers, how to size up the other fellow, reading the signs hung out all over him just as you read the bill-boards; how to construct a selling talk, buy goods, systematize your business, advertise, and how to train your employes.



PART OF SHELDON SUMMER SCHOOL CAMP, 1909

## THE BUSINESS PHILOSOPHER

All these things will be taught by Mr. Sheldon, whom the business world recognizes as its earliest and leading business scientist—a man who has worked out his ideas in actual practice and made money at it—assisted by a corps of experts.

No long meetings, no “all work and no play,” but just a little science in the morning, the rest of the day to enjoy the open air, the woods, the fields, the lake, and the table. And in the evening the camp-fire with its exchange of wit and wisdom.

This is the second annual session of the Sheldon Summer School. The first was held last summer, and was a great success. The good fellows came from all directions and had a royal good time, with no jars.

Just listen to what some of them say about it:

### “Best Vacation I Ever Had”

They certainly must have had a superlatively good time at the Summer School last summer, or there wouldn't be so many letters like this one from Olin L. Dewey, of Syracuse, New York:

When I bade you goodbye at Sheldonhurst a month ago at the close of the Summer Camp, I told you that I never had had a better vacation in my life and I now repeat and underscore it.

Mr. Sheldon, if you only knew how much good the lectures, the camp life and the influence of the other fellows did for me, you would feel repaid for your work.

I thank you for the best vacation I ever had and wish you greater success each year.

### “Inspiring”

Here is what Mr. Charles H. Dayton, Manager of the Interstate Manufacturing Company, of Chicago, has to say about his visit to the Summer School:

I had the pleasure of being at your Summer School for a couple of days and I wish to say that I would not have missed being there for a great deal.

It was inspiring. If others who are interested in the proper development of the best that there is in every individual realized the helpfulness of such an occasion, they would be unable to remain away.

Say, brother, can you stay away after that?

### Supplying the Proof

But hear what W. T. Goffe, of 24 University Building, Milwaukee, Wisconsin, has to say about his visit to the summer School:

I thoroughly enjoyed the hours I was permitted to spend at the Summer School with you and the students and friends of “Sheldon” on “the old camp ground.”

Your daily lecture instruction in the sciences of self-development, human nature study, business logic, and psychology as it enters into trade, developing as it did from day to day, the complete needs of the individual who would seek to grow and increase in the work of business building, seemed remarkable to me, in that you digged deeper and extended your horizon wider by far, than even thorough students expected.

It is entirely true, as an editor has recently declared, that in the establishment of a new faith (philosophy), the world is inclined to be particular about the proofs of its inspiration. And you have supplied “the proof.”

If I live I hope to register again next year, and for many years to follow, in the tented city by the lake.

### Finest Bunch He Ever Met

If you want to get a line on the kind of people you will meet at Sheldonhurst next summer, just read this from Alex. Smith, of Toronto, Canada:

Just a word about the people who were at the Summer School. I consider them the finest bunch of people I ever met.

Wishing you every success in your chosen work; may it grow with leaps and bounds, because you are helping others in proportion to your growth.

### “Bill Me for Fifty Years”

Here's a man with foresight, Mr. J. E. Huggins, of Cleveland, Ohio. He makes his reservations fifty years in advance:

Having just returned from a visit to your Summer School—I want for words, in fact I don't think the English language contains words to express my appreciation and feelings of my trip, your services, the lake, the ground that surrounds it, and the great work anticipated by our worthy chief.

You are welcome to bill me for every session of the Summer School for the next fifty years.



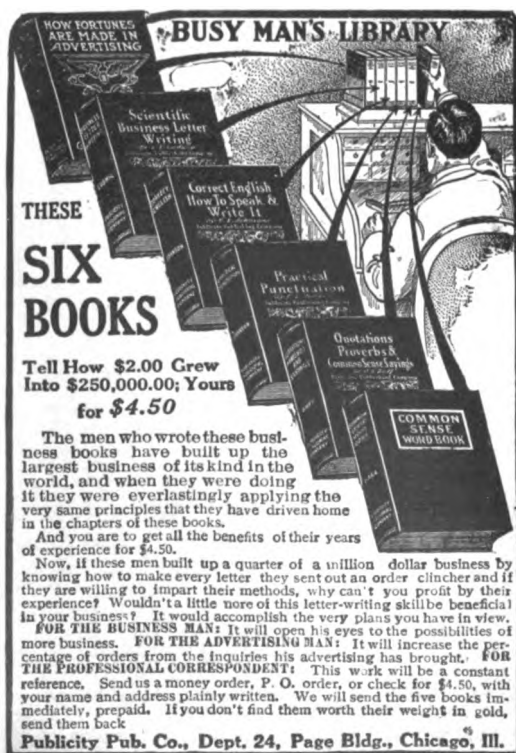
## Do You Wish to Start a MAIL ORDER BUSINESS?

Or are you now in the business, but making no money? If so, write us. Our years of experience enables us to assist you. We will write and plan your literature and advertisements, and start you on the road to success. If you have a scheme of your own, write us all about it and we will put it in working order. If you have none, we will plan one for you. Our charge for this work is reasonable, and you don't have to pay us a cent for our services until you have the business on a paying basis.

We have confidence in our ability as ad-writers and business builders, so are willing to wait for our money until we put your business on a paying basis, where you can easily pay us out of your profits.

We want only those meaning business to answer this ad, as we have no time to spend with curiosity seekers, so if you don't intend to spend at least \$10 a month in advertising from the very start don't write us. Write by return mail, stating how much money you wish to spend each month for advertising, and we will send you our letter of advice. Many, who started in the mail order business with no capital to speak of, are now making thousands of dollars every year. Why not you? Address,

**BURGES-CRANDALL ADVERTISING AGENCY**  
238 B. C. Grand Rapids, Mich.



**THESE SIX BOOKS**

Tell How \$2.00 Grew  
Into \$250,000.00; Yours  
for \$4.50

The men who wrote these business books have built up the largest business of its kind in the world, and when they were doing it they were everlastingly applying the very same principles that they have driven home in the chapters of these books. And you are to get all the benefits of their years of experience for \$4.50. Now, if these men built up a quarter of a million dollar business by knowing how to make every letter they sent out an order clincher and if they are willing to impart their methods, why can't you profit by their experience? Wouldn't a little more of this letter-writing skill be beneficial in your business? It would accomplish the very plans you have in view. **FOR THE BUSINESS MAN:** It will open his eyes to the possibilities of more business. **FOR THE ADVERTISING MAN:** It will increase the percentage of orders from the inquiries his advertising has brought. **FOR THE PROFESSIONAL CORRESPONDENT:** This work will be a constant reference. Send us a money order, P. O. order, or check for \$4.50, with your name and address plainly written. We will send the five books immediately, prepaid. If you don't find them worth their weight in gold, send them back.

Publicity Pub. Co., Dept. 24, Page Bldg., Chicago, Ill.

## Free Home Study Courses

are furnished to members of The American Woman's League and their dependent children, as one of the many valuable rights of membership.

Membership in the League for life may be secured by any person (of the white race) in a few days' or weeks' time without the expenditure of a single dollar.

The co-operative plan of this great National organization makes this possible and easy.

No young man or young woman who is anxious to increase his or her earning power, or father or mother with boys and girls to educate, can afford to overlook the splendid opportunities provided by the League. Millions of money and the best brains and talent in the world, back of it!

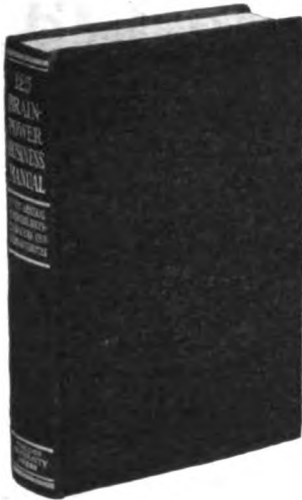
## Courses in

Drawing and Painting; Sculpture and Design; Applied Arts, and Arts and Crafts; Ceramics, including China Decoration; Music; Dressmaking; Kindergarten; Physical Culture; Home Economics (Homemaking); Agriculture; Civil Service; Teaching; College Preparatory; Stenography and Typewriting; Book-keeping and Office Methods; Penmanship, etc., are being taught to thousands of Students by mail, in their spare moments.

Send a post card, today, for full particulars concerning any Course in which you may be interested, and convincing detailed information about the League plan. Address:

**The American Woman's League**  
7260 Delmar Blvd., University City  
St. Louis, Mo.

Say—"I Saw it in The Business Philosopher"



## You Cannot Afford to Let this Opportunity Slip By Without Grasping It

It doesn't make any difference what your business is. The 125 Brain Power Manual contains specific information that you can coin into money. It contains the business building advice of 125 executives, sales managers, salesmen, star business getters, office managers—the men farthest up in the business world.

### Read this Table of Contents for Part Twenty-Five.

#### Part XXV. Character and Conduct

##### FIVE ESSENTIALS TO SUCCESS AS A SALESMAN

By John H. Patterson, President, National Cash Register Co.

##### THE ELEMENTS OF SUCCESS

By The Late Marshall Field

##### SUCCESS POINTERS

By W. C. Smith, Assistant Sales Manager, American Surety Co.

##### ACCURACY AND PROMPTNESS

By J. L. Clark, General Western Freight Agent, L. S. & M. S. Railway

##### SALESMEN'S STANDARDS

By H. C. Grote, Secretary, Edward Western Tea and Spice Co.

##### THE BASIS OF SUCCESS

By C. L. Clapp, President Sewell-Clapp Manufacturing Co.

##### THREE SALESMEN'S FAULTS

By Joseph Peters, Vice-Pres., Fuller & Fuller.

##### SAVING MONEY

By Bert Alexander, Assistant Sales Manager, National Cash Register Co.

##### PROFITING BY FAILURE

By Thomas Buckner, Gen'l Supt. Agents, N. Y. Life Insurance Co.

##### JACKING UP ONE'S OWN SALES

By Alexander Revell, President, A. H. Revell & Co.

##### SALESMEN'S AGE LIMITS

By S. A. Tolman, Vice-Pres., The John A. Tolman Co.

##### THE OLD MAN ON THE ROAD

By R. N. Hull, editor of the *Sample Case*, the organ of 55,000 commercial travelers.

##### CENTURY BOOK SALESMEN'S MAXIMS

By J. F. Larson, Manager, John Wanamaker's Century Book Salesman

##### THE LOVE OF LUXURIES

By F. P. Hamilton

##### SALESMEN'S NEW YEAR RESOLUTIONS

By F. P. Hamilton

##### FIGURE IT OUT YOURSELF

By A. M. Jasper

##### LOOK FOR LESSONS EVERYWHERE

By A. D. Brown

##### HOW TO QUALIFY AS AN INSURANCE SOLICITOR

By Gage E. Tarbell, Former Second Vice-Pres., Equitable Life Insurance Co.

##### THE EXTRA OUNCE REQUIRED

By E. Ray Speare, General Manager, The Alden Speare's Sons Co.

##### ECONOMY OF TIME IN MAKING CALLS

By C. M. Merica, Circulation Manager *The World Today*

##### DON'T CANVASS—SELLS

By Walter Cool, District Manager, National Cash Register Co.

##### CONDUCT TOWARD BUYERS

By S. W. Barnes, Head Salesman, Birmingham & Seaman

##### THE STANDARDS OF THE SUCCESSFUL SALESMAN

By W. P. Menick, Advertising Sales Manager, Cortias, Coon & Co.

##### THE BRAVE QUALITY OF AGGRESSIVENESS

By F. P. Hamilton

##### TIME SAVING METHODS

By B. D. Jones, Vice-Pres., Chicago Portrait Co.

##### KEEPING ONE'S COURAGE HIGH

By C. G. Steel, Advertising Manager, The Bell Telephone Co.

##### THE DANGER OF BEING TOO GOOD A MIXER

By M. B. Parsons

##### DON'T WATCH THE CLOCK

By W. C. Holman

##### THE SALESMAN'S FAITH IN HIS GOODS

By R. L. Higley

##### LET THE OTHER FELLOWS KICK

Anonymous

##### WHY SOME MEN FAIL

By L. D. Martin

##### THE POWER OF CONTINUOUS EFFORT

By W. S. Powers

##### INSURANCE AGAINST FAILURE

By A. C. Homline

##### THE MAN WHO CONCENTRATES

By R. J. Blaine

##### MAKE MEN YOUR BOOKS

By T. D. Thurston

##### FIRST QUALITY SALESMEN—AND OTHERS

By F. H. Hamilton

##### CUTTING OUT NON-ESSENTIALS

By P. D. Sigler

##### OPEN MINDED SALESMEN

By Preston P. Lynn, General Manager, John Wanamaker New York.

Remember there are fifteen parts, every one of which contains live business getting information. There is no other book published that in any way resembles it. Your library is incomplete without it. You are denying yourself the experiences of 12 big men of business every day you go without it.

#### Two Dollars Gets Nearly 1,000 Pages

The 125 Brain Power Manual is made up of nearly 1,000 pages. The size of the printed page is 8½ by 8½ inches. It is 1½ inches thick. This matter was formerly published in three volumes and sold for \$9.00. We have printed every line of what was contained in these volumes on thinner paper and have compressed all the Choice Stuff into one book. Two Dollars will bring it to you immediately.

#### —SEND THIS COUPON FILLED OUT TODAY—

Sheldon University Press, Libertyville, Ill.

Here is a Two Dollar bill. Send me prepaid a copy of your big 125 Brain Power Manual.

Name.....

Street.....

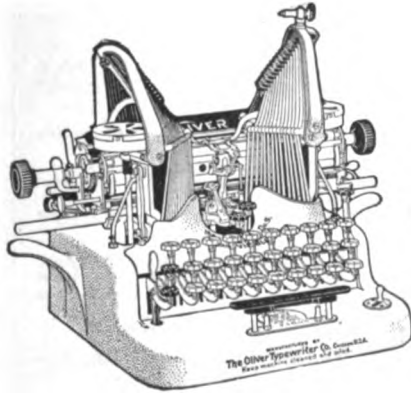
City..... State.....

(Send \$2.50 and receive The Business Philosopher for one year in addition to the 125 Brain Power Manual)

# Seventeen Cents a Day Buys an Oliver Typewriter!

This amazing offer—the New Model Oliver Typewriter No. 5 at 17 cents a day—is open to everybody, everywhere.

It's our new and immensely popular plan of selling Oliver Typewriters, on little easy payments. The abandonment of *longhand* in favor of clean, legible, beautiful *typewriting* is the next great step in human progress.



Already—in all lines of business and in all professions—the use of *pen-and-ink* is largely restricted to the writing of *signatures*.

Business Colleges and High Schools, watchful of the trend of public sentiment, are training a vast army of young people in the use of Oliver Typewriters.

The prompt and generous response of the Oliver Typewriter Company to the world-wide demand for *universal typewriting*, gives tremendous impetus to the movement.

The Oliver, with the largest sale of any typewriter in existence, was the logical machine to take the initiative in bringing about the *universal use* of typewriters. It *always* leads.

## Save Your Pennies and Own an Oliver

This "17-Cents-a-Day" selling plan makes the Oliver as easy to *own* as to *rent*. It places the machine within easy reach of every *home*—every *individual*. A man's "cigar money"—a woman's "pin money"—will buy it.

Clerks on small salaries can now afford to own Olivers. By utilizing spare moments for practice they may fit themselves for more important positions.

School boys and school girls can buy Olivers by saving their *pennies*.

You can buy an Oliver on this plan at the regular catalog price—\$100. A small first payment brings the machine. Then you save 17 cents a day and pay monthly.

And the possession of an Oliver Typewriter enables you to *earn money* to *finish paying* for the machine.

### Mechanical Advantages

The Oliver is the most highly perfected typewriter on the market—hence its 100 per cent efficiency.

Among its scores of conveniences are:

- the Balance Shift
- the Ruling Device
- the Double Release
- the Locomotive Base
- the Automatic Spacer
- the Automatic Tabulator
- the Disappearing Indicator
- the Adjustable Paper Fingers
- the Scientific Condensed Keyboard

### Service Possibilities

The Oliver Typewriter turns out more work—of better quality and greater variety—than any other writing machine. Simplicity, strength, ease of operation and visibility are the corner stones of its towering supremacy in

- Correspondence
- Card Index Work
- Tabulated Reports
- Follow-up Systems
- Manifolding Service
- Addressing Envelopes
- Working on Ruled Forms
- Cutting Mimeograph Stencils

Can you spend 17 Cents a Day to better advantage than in the purchase of this wonderful machine?

Write for Special Easy Payment Proposition or see the nearest Oliver Agent.

**The Oliver Typewriter Co.,** The Oliver Typewriter Building **Chicago, Ills.**

Say—"I Saw it in The Business Philosopher"

# Special Gift Editions

We have just received especially for the holiday trade 1000 each of the following described great books by James Allen. They are printed on special made paper and are bound in brown cloth with tan backs. We are offering these books at the same price as the old edition and on orders received before December 25 we will allow a discount of 10%.

Rush your orders to us without delay in order to secure copies of these great books. They are going like hot cakes, so show the positive of Promptness if you wish to secure copies.

## As A Man Thinketh

By JAMES ALLEN

Said by some to one of the most powerful books on **Self-Building and Thought-Mastery** ever published. Note the contents: **Thought and Character. Effect of Thought on Circumstances. Effect of Thought on Health and the Body. Thought and Purpose. The Thought Factor and Achievement. Visions and Ideals. Serenity.**

We say it reverently, this little book is worthy of Emerson. It is a prose poem, yet it is for the constant, everyday use of men and women who toil with head and hands, and love with hearts, in the midst of stress and burden-bearing. Here the author makes beautifully clear the power of thought, and throws a light on the way to its right application. Of it, he says, in his foreword: "This little volume (the result of meditation and experience) is suggestive rather than explanatory. Its object being to stimulate men and women to the discovery that 'They themselves are makers of themselves' by virtue of the thoughts which they choose and encourage."

For those who love the brethren—that is everybody—and for those who desire to increase the happiness, good-will and producing power of their fellow-craftsmen, this is an unexcelled book for distribution.

"A noble and Godlike character is not a thing of favor or chance, but is the natural result of continued effort in right thinking."—James Allen.

**Price, Cloth, 50 cents. Paper, 15 cents.**

## Through the Gate of Good or Christ and Conduct

By JAMES ALLEN

This book is an interpretation of the mission and teaching of Jesus in the light of self-perfection by noble moral conduct based upon the truth that spiritual enlightenment and the practice of virtue are identical. An illuminating commentary on present day trends of thought vital and valuable. In it Mr. Allen deals with the Gate and the Way, The Law and the Prophets, The Yoke and the Burden, The Word and the Door, The Vine and the Branches, and Salvation this Day—here and now. A companionable book.

**Price, Cloth, 50 cents. Paper, 15 cents.**

## Out From the Heart

A Sequel to As A Man Thinketh

By JAMES ALLEN

"Make pure thy heart, and thou wilt make thy life Rich, sweet, and beautiful, unmarred by strife; Guard well thy mind, and noble, strong, and free Nothing shall harm, disturb or conquer thee; For all thy foes are in thy heart and mind, There also thy salvation thou wilt find."

Thus writes the author on the title page of this simple and heart searching little book. These words breathe the optimistic tone of the pages that follow. And through the truths presented, thousands have received the inspiration at the first steps in enlightenment and freedom. The author has not only given the inspiration, but shown the way. The directions on the formation of habit are invaluable.

You may search, but you will not find better books to give your children, your pupils, your business associates, and those who, in subordinate positions, are co-operating with you to make your business a success, than "As a Man Thinketh," and

its sequel, "Out From the Heart."

**Price, Cloth, 50 cents. Paper, 15 cents.**

## Morning and Evening Thoughts

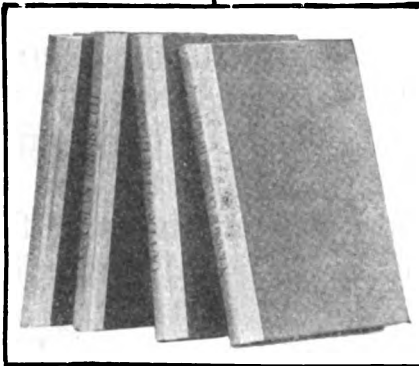
Being some of the choicest meditations of James Allen, lovingly gathered from his writings and compiled by Lily L. Allen and others.

Of these thoughts, the compiler says:

"Knowing, as I do, the writer as no one else knows him; seeing him, as I have, for many years under all circumstances—in hours of work and leisure, in the days of joy and sorrow, in the sunshine and in the cloud—I know that these writings are not the words of an idle brain, nor are they gathered from other writings, nor picked up here and there, but they are the deep experiences of his heart, and were first lived and then written."

There are several choice selections, both prose and poetry, for each day of the month. A book to be carried next the heart. A book that wins the heart. This book should be a companion to every one wishing to develop his earning powers.

**Price, Cloth, 50 cents. Paper, 15 cents.**



**SHELDON UNIVERSITY PRESS, LIBERTYVILLE, ILL.**

Say—"I Saw it in The Business Philosopher"

# THE NEW COMPETITION

*By Charles F. Dole*

What shall we say of this terrible old brute doctrine of competition? Is trade possible without it? I propose to translate this doctrine into higher terms.

The competition which aggrieves is that which seeks its gain at another's loss. You have this at its extreme in all kinds of gambling, whether in the lottery or in the stock and produce exchanges. You have it in the extortions of the ordinary pawnshop. In this kind of competition the weight of the effort is to get.

But suppose the emphasis is changed, and the effort is to give, to accomplish a benefit, to do a service?

Suppose that the aim in the schoolroom is not a prize, which only one can have, but the aim is the mark of excellence, which all may win if they please?

What if the farmer tries for the largest product and highest quality of fruit, the manufacturer aims at turning out goods of standard perfection, the carpenter takes honest delight in the thoroughness of his workmanship, the merchant exerts himself to treat his customers handsomely?

Here is no longer a reckless and brutal struggle to crowd others to the wall. It is a friendly emulation, worthy of men. Its success is not at another's loss, but for the enrichment of all.

This is precisely the application of the Golden Rule to trade as we have seen it applied in noble homes.

We are surely very fortunate in our business acquaintances if we have not actually seen those who thus successfully translated the competition struggle into the highest human terms of honest and friendly service.

# The Business Philosopher

A. F. SHELDON, Editor

Vol. VI

MARCH, 1910

No. 3

## By the Fireplace *Where We Talk Things Over*

**Y**OU all see clearly, don't you, that success in life, commercially, hinges on business building, the power to make permanent and profitable customers?

It follows logically, doesn't it, that the life-blood of business building is salesmanship, the power to persuade people to purchase product at a profit?

And the heart that pumps the life-blood of salesmanship through the system of business building is service, is it not, the power to serve to the end of satisfaction and profit of both buyer and seller?

These truths being clear to you, we have a start together on a pathway that will lead us up and up to the very pinnacle of success in the highest and broadest meaning of that word.

Let us see what is the next step on the highway and then get down to some practical thoughts about it.

As a basis for what we are about to remark, you can see the truth of this:

The power to serve to the end of satisfaction and profit of both buyer and seller is a matter of obeying three injunctions:

- First, Know yourself;
- Second, Know your business;
- Third, Know the other fellow.

Now I am going to talk a little about the first of these three injunctions and about a very small corner of that—but a most important one.

When you begin the study of yourself, you find that you are a pretty complex piece of machinery—so complex and so mysterious that the man who has known *all* about himself never lived. However, you can know a great deal about yourself that will be of the highest value to you in this problem of success.

First, you know that you are body and mind.

Second, you know that the mind part of you is composed of three distinct but inseparable parts: intellect, feelings, and will.

Third, you know that your power to serve depends upon the degree of development of your intellect, your feelings, your body, and your will; that the education or development of the positive powers of the intellect gives you ability; that the development of the positive powers of the feelings makes you a man of reliability; that the building up of a strong, healthy, symmetrical, active body gives you endurance; and that the training of the will gives you action.

And it is about the last of these four great success-essentials that I want to talk with you this month.

\* \* \*

**I**N a very important sense, Action is the greatest of all the success builders. Please don't misunderstand me. Get the full meaning of the

word. It doesn't mean mere activity—the mere restless expenditure of physical energy. As I shall show you a little further along, that may but show the weakness of the real positive, Action. By Action, I mean the healthy, wise, judicious, powerful, and persistent rule of a scientifically trained will.

You can see how important that is.

Ability is a trained intellect *in action*.

Reliability is trained feelings *in action*.

Endurance is a trained body *in action*.

Action itself is a trained will *in action*.

And the training of all these depends upon *action*.

The whole success problem, you see, begins in Action, ends in Action, and is Action all the way through.

On the other hand, the greatest enemy that you and I have to overcome, in our struggle for success and happiness, is the weakness of our own wills.

Dr. Jules Payot, Litt. D., Ph. D., a learned psychologist who has devoted many years to the study of the will and its diseases, states that "laziness is to human nature as gravity is to matter."

The same scientist even goes so far as to say that there is only one cause of almost all our failures and of nearly all our misfortunes. "This," he says, "is the weakness of our will, which shows itself in our distaste for effort, especially for persistent effort."

This is a severe indictment. Can it be true?

In this strenuous twentieth century, and here in America, hustling America, where life seems one absorbing rush of nervous activity, can it be true that almost all our failures and nearly all

our misfortunes are due to lack of Action?

For answer, let me challenge your attention to the difference between the mere "hustler" and the man who does things.

Your hustler keeps his arms and legs—and probably his mouth—going at a great rate. He flies from one task to another. He doesn't really finish anything. He is busy every minute, always in a rush, always "short on time," always "up to his ears in work." He hasn't time for study, for recreation, for meditation, for a quiet planning of his work, for that generalship that can sit back, calm and self-controlled, and direct hundreds of others to do the work.

I have called on a good many thousand business men. And I have noticed that, almost without exception, the successes always have plenty of time. It is the near-successes and the failures that are always too busy to consider a proposition for increasing profits.

Why is this?

The reason is plain.

The weak-willed man responds readily to outside stimuli. His attention flits from one thing to another without will. His activity—which he would like to call action—is mostly mechanical or habitual, and doesn't require much will power.

The strong-willed man *directs* his attention. He thinks, meditates, plans, holding his mind concentrated on the thing he wills to consider until he has thought his way through. Then he really does something. He is a Lincoln, an Edison, a Carnegie, a Wilbur Wright, an Emerson, a Michael Angelo, a Mozart, a Lister, a Newton.

You see, bodily activity is a good thing—a necessary thing—but it isn't the whole thing.

A man is worth only about a dollar a day from his ears down. Whatever he earns more than that has to be won by his mind. And mental activity of the productive kind takes will power.

And here is where the laziness of the race comes in. It seems to be the hardest thing in the world to get the great mass of people to think at all—to say nothing of intense, persistent thought, such as is necessary to creative mental work.

Everywhere we find that scatteration of attention and thought whose end is mediocrity.

This is largely the fault of our educational systems. A little arithmetic at eight o'clock, a little grammar at half-past eight, a little drawing at nine, a little geography at nine-thirty, and so on through the day. A table memorized, a rule or two committed, a few "problems" worked out by a set formula. This is the program, or something very much like it, even through college. There is no direct or conscious training of the will, and without it there can be no real development.

\* \* \*

SO then, it is left to you and to me to train our wills if we are to be successful business builders in any true sense.

And that brings up the important question, Can the will be trained? Many people say that it can not; that people are born with either a weak will or a strong will or an indifferent will, and must go through life as they are born, in that respect.

If that is true, then we are in a sad plight, and there is nothing to do but to make the best of it.

But I rise to tell you the good news that it is not true; that the will can be trained and, through it, our whole

character remade and developed toward perfection.

That is a very bold assertion, but I think that I can show you that it is true.

And the basis of my assertion is in this wonderful truth:

Every normal man and woman has—actually possesses—every one of the positive qualities of intellect, feelings, body, and will, either developed to some extent or in latency.

You never saw a normal man with such poor judgment that he did not, at least once, show good judgment. You never heard of a normal man so deficient in faith or courage that he did not have, now and then, a flash of these positive feelings. You never knew of a normal man so weak and sickly in body that he didn't have some degree of endurance. You never met a normal man so weak-willed that he didn't show some signs of decision and action.

And what is there can be developed. It may be hard work. It may take years. But it can be done. The constant dropping of mineral-charged water builds great stalactites and stalagmites. These finally unite to form massive pillars. And yet, if you were to watch them for weeks, you could not see any growth. So it is with positives, oftentimes. They develop very slowly—just a little every day—but they grow.

And what can grow at all can grow big and strong by just keeping at it long enough.

The basis of it all is in your desire.

You desire to succeed—to be a business builder—a salesman—to render service to the end of satisfaction and profit of both buyer and seller.

Then you desire to develop your ability, reliability, endurance, and action—especially action.

You can.



What you desire you can have. What you desire to do you can do. What you desire to be you can be.

But perhaps you are one of those discouraged mortals who says that he doesn't even desire to succeed.

Don't you believe it.

Somewhere, hidden within you, is that desire. Sometimes you feel the faint warmth of its glow. Kindle it. Nurse the spark and then the flame. Feed it by your thoughts and your actions, as I will explain a little further on. It will become a consuming fire that will burn out the negatives of laziness and discouragement and generate a big pressure of steam for action.

\* \* \*

How?

That is the next question.

You are very glad to learn that you can train your will, but you don't think that will do you any good unless you are told how to do it.

Now that is a big question. I will not pretend that I can answer it within the limits of this little talk by the fireplace. The most that I can do will be in the way of suggestion. The training of the will is based on a science, on which many ponderous volumes have been written. And yet it is a simple matter when you understand it.

In the first place, let us have a look at the tools we have to work with.

We have learned that the mind is intellect, feelings, and will.

These, with the body, are our tools.

You think. That thought rouses a feeling. The thought and the feeling together influence the will. Then the will acts through the body.

For example, your reason works out the truth that you can increase your power to serve, and hence your profits, by study. Your memory brings up the

name and fame of some man who succeeded as a result of study. Your imagination paints for you a picture of yourself as successful, prosperous, respected, and happy. This warms in you the desire to study—a feeling. And then you get busy and study—your will acts.

And this is really the whole secret of will development. First the thought, then the feeling, then the decision and action.

But thought does not readily induce feeling. Sometimes it even arouses just the opposite feeling from the one desired. For example, you may think of study. You may know, intellectually, that study is a great success-winner. You may even picture, by the imagination, all the delightful results of study. And yet the feeling that accompanies the thought may be one of repugnance and distaste, so strong that your cold idea counts for nothing and your will refuses to act in accordance with it.

There are a great many people who know perfectly well that they ought to study, or work, or quit doing certain things. But they never study, they seldom work, and they keep right on doing the things they know they ought to quit.

What is the trouble?

Their thoughts are cold, lifeless. They need to be warmed and animated by the glow of positive feeling. And the feelings are elusive, hard to hold, and seemingly beyond control.

Did you ever have a feeling of unreasonable and unreasoning fear? Did you ever try to calm it by telling yourself that there was nothing to be afraid of, and find that you kept right on being afraid, just the same? You could control your actions and your face so as not to show your fear, but you felt afraid just the same.

You seemed unable to prevent the feeling.

Yes, that is the way it seems to be.

But, cheer up, brother! It is a seeming—only a seeming.

You can control your feelings. You can prevent the feelings you do not want and induce feelings that you do want.

If that is the case—and it is—then you can see that the battle is won.

You can choose your thoughts. You can break one chain of thought and substitute another. You can deliberately set about it to think certain thoughts at any time you choose. And, since, in addition, you can also choose your feelings, then you can thereby train and strengthen your will to a marked degree, because, as we have seen, thought and feeling guide the will.

But how? How can you control your feelings? How can you cultivate the feelings you know you should have?

Well, that opens up the whole big subject of reliability development, which can be properly treated only in a pretty good-sized book. But I can give you some helpful suggestions here.

You have to begin with thought, because that is the part of the mind most completely under your control. Don't be discouraged because your ideas *seem* to have such weak effect upon your feelings. That may be true in one instance, in two, in a score. But keep it up. That's the key. Time is your greatest ally in this campaign. You can't take the fortress by storm. But you can capture it by siege.

The feelings respond slowly to thought, but they do respond. You are expecting some happy event. But you have to hold the thought of it in mind to get the happy feeling. If the thought jumps into the mind and right out again, it stirs no emotion.

And so you must marshal your forces of thought, memory, and imagination, and hold them to their task. This means meditation, reflection. And the reason why the great majority have such weak wills—mere automatons, pulled by the wires in the hands of the men of strong will—is because they do not meditate or reflect. And that is why they are mediocre in their power to serve and mediocre in their profits. Their minds are always flitting about on the surface of things, dissipating their powers in petty, menial tasks, newspaper headlines, shallow stories, balls and parties, games and gossip, eating and drinking, dress and day-dreams.

See you do it not.

In your meditation, you are greatly helped by the truth that the feelings you want to arouse are yours already—they are lying there in your mind, waiting only to be awakened.

Sometimes they stir in their slumber, half-awake. When they do, then is your chance. Do not let them go to sleep again. Fix your attention on them. Fire your best thoughts at them. Wake up the feelings to which they are related. Make them yield, then and there, the best they have to give.

In other words, when you have a feeling of desire to serve, for example, do not let your thoughts wander to anything else. Think about the profits to be made from good service. Consider the joy of serving to the end of satisfaction and profit of both buyer and seller. Picture to yourself how happy your success will make your wife, your mother and father, and the friends who believe in you. Awaken the feelings of courage, faith, and earnestness. Stir up the feeling of enthusiasm. Keep it up. Every time you do it, you will make that feeling stronger and more sincere, until it sweeps the negative

feelings of laziness, fear, doubt, and indifference out of the way. Then thought and feeling will sway the will, and you will get action.

But suppose the feeling you desire to awaken seems hopelessly dormant.

Meditate. Reflect. You know what kind of thoughts should arouse the lethargic feeling. Hold them in mind. Read and study that kind of thoughts. Read the biography of some man who had that feeling developed to a marked degree. In time, the feeling will awake in power.

In case the very feeling you are trying to overcome wakes up and tries to make things disagreeable, cut it dead, so to speak. Don't pay any attention to it. Don't think about it. Let it die of neglect. Make your body help. For example, the feeling of anger causes the fists to clench and the jaws to set. Relax your fists and your jaw. Let down the tension. The feeling will die.

Study your environment. Find what associations, what places, what books, what incidents, what subjects of conversation tend to induce the negative feelings, and avoid them. In the same manner, seek and cultivate that part of your environment which seems to be most favorable to the positive feelings.

If you haven't the feeling you want, act as if you did have it as much as you can.

If, by meditation or in any other way, you stir up a positive feeling, act upon it, just as quickly as you can—then and there if possible.

These two methods of will-training are of the utmost importance.

There is a deep psychological law underlying them. It is the law of habit.

If a certain thought in your mind is accompanied by a certain feeling, then, the next time that thought comes into

the mind, it will tend to arouse that feeling.

If the thought and the feeling result in action, then the next time they are in the mind together, the same action will tend to result.

The more often this happens, the easier it is until it becomes habitual.

On the other hand, if thoughts are permitted to flit through the mind without arousing feelings; if thoughts and feelings are allowed to evaporate without resulting in action, then that sad state tends to become habitual.

And this is the state of mediocre, weak-willed folks. They read novels, see plays, hear music and sermons, and listen to conversations and lectures that rouse within them emotions of ambition, faith, courage, kindness, loyalty, sympathy, and enthusiasm. But they don't DO anything to give the feeling fibre, vitality. They put off action until some other time—some more convenient season. And so the noble sentiment grows punier, mushier, and more watery until it becomes, at last, mere sickening sentimentality, paving the victim's hell with good intentions.

In your brain and nervous system remain the results of all that you think, feel, say, and do. You can make them your powerful friends and allies, or your bitterest and most destructive foes. Which do you choose?

Sow a suggestion, reap a thought.

Sow a thought, reap a feeling.

Sow a thought and a feeling, reap a word or an act.

Sow words and actions, reap a habit.

Sow a habit, reap a character.

Sow a character, reap a destiny.

I have not exhausted this fascinating subject. I have not even touched upon some of the most important points. Perhaps I will refer to some of them

in a later talk. But I hope that I have encouraged you in the most vital thing you have to do in life—to train and strengthen your own will; that I have shown you that this is a purely scientific and thoroughly practical process, that everybody can use; that I have suggested to you some of the means; that I have stimulated you to further study of the science and art of developing Action.

This training is no easy task, and there is no short cut to mastery.

It takes hard work, and, what is more difficult, persistent work.

But it is worth all it costs and many-fold more. Only the weak and the foolish seek or expect to get something for nothing. The strong and the wise know that they have to pay the price and are willing to pay it.

It all comes back to the strength of your desire.

No use complaining about your hard luck. No use trying to lay the blame for conditions on someone else or upon circumstances.

If you are not the success you would like to be, it is because you have not

been willing to pay the price in hard mental and physical work.

You didn't want it bad enough to give up your lazy loafing.

Your desire wasn't strong enough to make you cut out the "good times," the light reading, the day-dreaming, the shallow, profitless chatter, the mind-wandering.

You weren't in dead earnest enough about it to think and reflect and meditate, to study and practice, to act upon your good impulses.

But, no matter what your present condition, I bid you to hope.

All things are yours. You can yet have and be what you will.

And you, Mr. Successful Man—you are not fully satisfied, either.

There are higher heights beyond—there are great areas that you have not cultivated.

It is never too late.

But you must begin NOW.

Now, while the influence of this talk is hot in your heart, now while your intention is strong, now is the time to seize and hold the good by crystallizing it into Action.

## The New City of Friends

BY WALT WHITMAN



**D**REAMED in a dream I saw a city  
 invincible to the whole of the rest  
 of the earth,  
 I dreamed that was the new city of  
 friends,  
 Nothing was greater there than the  
 quality of robust love, it led the rest,  
 It was seen every hour in the actions of the men  
 of that city,  
 And in all their looks and words.

# The Business of Creating a Demand for Justice

BY GEORGE H. EBERHARD.

**T**O learn of the widespread demand for a necessity, the forming of a company to supply the demand, the study of the field and the adopting of proper ways and means for the introduction and sale of the product is an every-day business problem, generally understood by the business community.

The proper establishing of that which is most vital to the community, namely, the administration of justice, should, in my mind, be accomplished by the application of the ideas and methods of procedure used in establishing a business.

Justice, in theory, is understood by all to be the foundation of civilization and its resulting advancement of mankind.

The purpose and use of soap and flour is generally understood, in theory. Many people have heard of Pear's Soap; most people understand why they use soap even if it is not Pear's; but how many really know what the soap that they use is made of, why it is of such benefit to use and indirectly, of the benefit resulting from the fact that their neighbors use soap? They may all use flour, but do they understand the relation of the value of the food constituents of flour to their physical and mental health? Do they know of its advantages over cabbage as food?

How many people have reduced justice to a concrete, individual proposition? How many people have fully considered what they suffer directly and indirectly through the injustice perpetrated in the past history of the world?

How many people realize that every time there is a miscarriage of justice anywhere that it directly bears on themselves, their business, their families and their friends?

We could take pages to present reasons why the proper application and administration of justice is of more vital import than even cleanliness or food to the well being of humanity. Only with justice can we expect to receive our full share of proper food and enjoy a wholesome, peaceful life.

The business world must eventually conduct an educational campaign, based on the lines of salesmanship used in the marketing of a commercial product, to demonstrate to the majority the advantage of justice over the sugar-coated injustice that is being administered under the name of "justice" at this time.

Those who control the administration of that which passes as justice, but is not, are in a thousand ways protecting and building up their work through every medium, from personal sophistry to the diverting of public judgment and opinion by misrepresentation through a subsidized press.

The people who are actively interested in the administration of justice to all, naturally affiliate themselves with a cause such as that presented by the League of Justice, but the vast majority have to be hunted up and, rather against their will and present views, educated to see the difference, so that they can distinguish justice from that which passes as justice.

It must be made a vital personal matter by every far-sighted business man, and in presenting the broad principles of justice or equality before the law (which really means the administration of justice) he should consider himself in the position of a salesman and not let those with whom he comes in contact get away with the simple admission that they believe in the administration of justice. He should ascertain if the individual really understands what justice means; that there is no substitute, excuse or apology for it, that the application of it must be made universal, and that the individual owes it to himself, to his fellow man, and to posterity not to be led away by those interested in blocking the administration of justice.

In conclusion, the purpose of the above is to bring home, in a measure, to the commercial-minded man, that there are practical, fundamental reasons other than sentiment or theory, directly affecting him, his business, his family, associates and neighbors, in the upholding and perpetuating of even-handed justice everywhere.

# The Magic Story\*

BY FREDERIC VAN RENSSELAER DEY

*We reprint this remarkable little story, at the risk of repeating it to some of our readers, without apology. Anyone who has read it can well afford the time to read it again—and yet again. To one who has not read or heard it before, it will be, indeed, magic in its effect. Read it and see. Pass it on to your friends, and note its effect upon them.—Editor's Note.*

I WAS sitting alone in the cafe, and had just reached for the sugar preparatory to putting it into my coffee. Outside, the weather was hideous. Snow and sleet came swirling down, and the wind howled frightfully. Every time the outer door opened, a draft of unwelcome air penetrated the uttermost corners of the room. Still, I was comfortable. The snow and sleet and wind conveying nothing to me except an abstract thanksgiving that I was where it could not affect me. While I dreamed and sipped my coffee, the door opened and closed, and admitted Sturtevant.

Sturtevant was an undeniable failure, but, withal, an artist of more than ordinary talent. He had, however, fallen into the rut traveled by ne'er-do-wells, and was out at the elbows as well as insolvent.

## A New Sturtevant

As I raised my eyes to Sturtevant's I was conscious of mild surprise at the change of his appearance. Yet he was not dressed differently. He wore the same threadbare coat in which he always appeared, and the old brown hat was the same. And yet there was something new and strange in his appearance. As he swished his hat around to relieve it of the burden of snow, deposited by the howling nor'wester, there was something new in the gesticulation. I could not remember when I had invited Sturtevant to dine with me, but involuntarily I beckoned to him. He nodded and presently seated himself opposite to me. I asked him what he would have, and he, after scanning the bill of fare carelessly, ordered from it leisurely, and invited me to join him in coffee for two. I watched him in stupid wonder, but, as I had invited the obligation, I was prepared to pay for it, although I knew I hadn't sufficient cash to settle the bill. Meanwhile, I noted the brightness of his usual lack-luster eyes, and the healthful, hopeful glow upon his cheek, with increasing amazement.

"Have you lost a rich uncle?" I asked.

\*Copyright, 1902, '03, '04, by The Success Company.

"No," he replied, calmly, "but I have found my mascot."

"Brindle bull, or terrier?" I inquired.

"Currier," said Sturtevant, at length, pausing with his coffee-cup half way to his lips, "I see that I have surprised you. It is not strange, for I am a surprise to myself. I am a new man, a different man—and the alteration has taken place in the last few hours. You have seen me come into this place 'broke' many a time, when you have turned away, so that I would think you did not see me. I knew why you did that. It was not because you did not want to pay for a dinner, but because you did not have the money to do it. Is that your check? Let me have it. Thank you. I haven't any money with me tonight, but I—well, this is my treat."

He called the waiter to him, and, with an inimitable flourish, signed his name on the backs of the two checks, and waved him away. After that he was silent a moment while he looked into my eyes, smiling at the astonishment which I in vain strove to conceal.

## The Secret of Success Did It

"Do you know an artist who possesses more talent than I?" he asked, presently. "No. Do you happen to know anything in the line of my profession that I could not accomplish, if I applied myself to it? No. You have been a reporter on the dailies for—how many?—seven or eight years. Do you remember when I ever had any credit until tonight? No. Was I refused just now? You have seen for yourself. Tomorrow my new career begins. Within a month I shall have a bank account. Why? Because I have discovered the secret of success.

"Yes," he continued, when I did not reply, "my fortune is made. I have been reading a strange story, and, since reading it, I feel that my fortune is assured. It will make your fortune, too. All you have to do

is to read it. You have no idea what it will do for you. Nothing is impossible after you know that story. It makes everything as plain as A, B, C. The very instant you grasp its true meaning, success is certain. This morning I was a hopeless, aimless bit of garbage in the metropolitan ash can; to-night I wouldn't change places with a millionaire. That sounds foolish, but it is true. The millionaire has spent his enthusiasm; mine is all at hand."

"You amaze me," I said, wondering if he had been drinking absinthe. "Won't you tell me the story? I should like to hear it."

"Certainly. I mean to tell it to the whole world. It is really remarkable that it should have been written and should remain in print so long, with never a soul to appreciate it until now. I hadn't any credit, nor a place to get a meal. I was seriously meditating suicide. I had gone to three of the papers for which I had done work, and had been handed back all that I had submitted. I had to choose quickly between death by suicide and death slowly by starvation. Then I found the story and read it. You can hardly imagine the transformation. Why, my dear boy, everything changed at once—and there you are."

### The Story Gets Away

"But what is the story, Sturtevant?"

"Wait, let me finish. I took those old drawings to other editors, and every one of them was accepted at once."

"Can the story do for others what it has done for you? For example, would it be of any assistance to me?" I asked.

"Help you? Why not? Listen and I will tell it to you, although, really, you should read it. Still, I tell it as best I can. It is like this: you see——"

The waiter interrupted us at that moment. He informed Sturtevant that he was wanted at the telephone, and, with a word of apology, the artist left the table. Five minutes later I saw him rush out into the sleet and wind and disappear. Within the recollection of the frequenters of that cafe, Sturtevant has never before been called out by telephone. That, of itself, was substantial proof of a change in his circumstances.

One night, on the street, I encountered Avery, a former college chum, then a reporter on one of the evening papers. It was

about a month after my memorable interview with Sturtevant, which, by that time, was almost forgotten.

"Hello, old chap," he said; "How's the world using you? Still on space?"

"Yes," I replied, bitterly, "with prospects of being on the town, shortly. But you look as if things were coming your way. Tell me all about it."

"Things have been coming my way, for a fact, and it is all remarkable, when all is said. You know Sturtevant, don't you? It's all due to him. I was plumb down on my luck—thinking of the morgue and all that, with the idea that you would lend me enough to pay my room rent, when I met Sturtevant. He told me a story, and really, old man, it is the most remarkable story you ever heard; it made a new man of me. Within twenty-four hours I was on my feet, and I've hardly known a care or trouble since."

Avery's statement, uttered calmly, and with the air of one who had merely pronounced an axiom recalled to my mind the conversation with Sturtevant in the cafe that stormy night, nearly a month before.

"It must be a remarkable story," I said incredulously. "Sturtevant mentioned it to me once. I have not seen him since. Where is he now?"

"He has been making war sketches in Cuba, at two hundred a week; he's just returned. It is a fact that everybody that has heard that story has done well since. There are Cosgrove and Phillips—friends of mine—you don't know them. One's a real estate agent; the other a broker's clerk. Sturtevant told them the story, and they have experienced the same results that I have; and they are not the only ones, either."

### The Story Lost Again

"Do you know the story?" I asked. "Will you try its effect upon me?"

"Certainly; with the greatest pleasure in the world. I would like to have it printed in big black type, and posted on the elevated stations throughout New York. It certainly would do a lot of good, and it's as simple as A, B, C; like living on a farm. Excuse me a minute, will you? I see Danforth over there. Back in a minute, old chap."

He nodded and smiled—and was gone. I saw him join the man whom he had designated as Danforth. My attention was dis-

tracted for a moment, and, when I looked again, both had disappeared.

If the truth be told I was hungry. My pocket at that moment contained exactly five cents; just enough to pay my fare uptown, but insufficient also to stand the expense of filling my stomach. There was a "night owl" wagon in the neighborhood, where I had frequently "stood up" the purveyor of midnight dainties, and to him I applied. He was leaving the wagon as I was on the point of entering it, and I accosted him.

"I'm broke again," I said, with extreme cordiality. "You'll have to trust me once more. Some ham and eggs, I think, will do for the present."

He coughed, hesitated a moment, and then re-entered the wagon with me.

"Mr. Currier is good for anything he orders," he said to the man in charge; "one of my old customers. This is Mr. Bryan, Mr. Currier. He will take good care of you, and 'stand for' you, just the same as I would. The fact is, I have sold out. I've just turned over the outfit to Bryan. By the way, isn't Mr. Sturtevant a friend of yours?"

I nodded. I couldn't have spoken if I tried.

"Well," continued the ex-"night-owl" man, "he came here one night, about a month ago, and told me the most wonderful story I ever heard. I've just bought a place in Eighth Avenue, where I am going to run a regular restaurant—near Twenty-third Street. Come and see me."

He was out of the wagon, and the sliding door had been banged shut before I could stop him; so I ate my ham and eggs in silence, and resolved that I would hear that story before I slept. In fact, I began to regard it with superstition. If it had made so many fortunes, surely it would be capable of making mine.

#### On the Trail of the Story

The certainty that the wonderful story—I began to regard it as magic—was in the air, possessed me. As I started to walk homeward, fingering the solitary nickel in my pocket and contemplating the certainty of riding down town in the morning, I experienced the sensation of something stealthily pursuing me, as if Fate were treading along behind me, yet never overtaking, and

I was conscious that I was possessed with or by the story. When I reached Union Square, I examined my address book for the home of Sturtevant. It was not recorded there. Then I remembered the cafe in University place, and although the hour was late, it occurred to me that he might be there.

He was! In a far corner of the room, surrounded by a group of acquaintances, I saw him. He discovered me at the same instant, and motioned me to join them at the table. There was no chance for the story, however. There were half a dozen around the table, and I was the farthest removed from Sturtevant. But I kept my eyes upon him, and bided my time, determined that, when he rose to depart, I would go with him. A silence, suggestive of respectful awe, had fallen upon the party when I took my seat. Every one seemed to be thinking, and the attention of all was fixed upon Sturtevant. The cause was apparent. He had been telling the story. I had entered the cafe just too late to hear it. On my right, when I took my seat, was a doctor; on my left a lawyer. Facing me on the other side was a novelist with whom I had some acquaintance. The others were artists and newspaper men.

"It's too bad, Mr. Currier," remarked the doctor; "you should have come a little sooner. Sturtevant has been telling us a story; it is quite wonderful, really. I say, Sturtevant, won't you tell the story again, for the benefit of Mr. Currier?"

"Why, yes. I believe that Currier has, somehow, failed to hear the magic story, although, as a matter of fact, I think he was the first one to whom I mentioned it at all. It was here, in this cafe, too—at this very table. Do you remember what a wild night that was, Currier? Wasn't I called to the telephone, or something like that? To be sure! I remember now; interrupted just at the point when I was beginning the story. After that, I told it to three or four fellows, and it 'braced them up,' as it had me. It seems incredible that a mere story can have such a tonic effect upon the success of so many persons who are engaged in such widely different occupations, but that is what it has done. It is a kind of never-failing remedy, like a cough mixture that is warranted to cure everything, from a cold in the head to galloping



consumption. There was Parsons, for example. He is a broker, you know, and had been on the wrong side of the market for a month. He had utterly lost his grip, and was on the verge of failure. I happened to meet him at the time he was feeling the bluest, and, before we parted, something brought me around to the subject of the story, and I related it to him. It had the same effect upon him that it had upon me, and has had upon everybody who has heard it, as far as I know. I think you will agree with me, that it is not the story itself that performs the surgical operation on the minds of those who are familiar with it; it is the way it is told—in print, I mean. The author has, somehow, produced a psychological effect which is indescribable. The reader is hypnotized. He receives a mental and moral tonic. Perhaps, doctor, you can give some scientific explanation of the influence exerted by the story. It is a sort of elixir manufactured out of words, eh?"

From that the company entered upon a general discussion of theories. Now and then slight references were made to the story itself, and they were just sufficient to tantalize me—the only one present who had not heard the story.

At length, I left my chair, and, passing around the table, seized Sturtevant by one arm, and succeeded in drawing him away from the party.

"If you have any consideration for an old friend who is rapidly being driven mad by the existence of that confounded story, which Fate seems determined that I shall never hear, you will relate it to me now," I said savagely.

Sturtevant stared at me in mild surprise.

#### **The Story Found at Last**

"All right," he said, "The others will excuse me for a few moments, I think. Sit down here, and you shall have it. I found it pasted in an old scrapbook I purchased in Ann Street, for three cents; and there isn't a thing about it by which one can get any idea in what publication it originally appeared, or who wrote it. When I discovered it I began casually to read it, and in a moment I was interested. Before I left it, I had read it through many times, so that I could repeat it almost word for word. It affected me strangely—as if I had come in contact with some strong personality. There seems to be

in the story a personal element that applies to every one who reads it. Well, after I had read it several times, I began to think it over. I couldn't stay in the house, so I seized my coat and hat and went out. I must have walked several miles, buoyantly, without realizing that I was the same man who, only a short time before, had been in the depths of despondency. That was the day I met you here—you remember."

We were interrupted at that instant, by a uniformed messenger, who handed Sturtevant a telegram. It was from his chief, and demanded his instant attendance at the office. The messenger had already been delayed an hour, and there was no help for it; he must go at once.

"Too bad!" said Sturtevant, rising and extending his hand. "Tell you what I'll do, old chap. I'm not likely to be gone any more than an hour or two. You take my key and wait for me in my room. In the escritoire near the window you will find an old scrapbook, bound in rawhide. It was manufactured, I have no doubt, by the author of the magic story. Wait for me in my room until I return."

With that he went out, and I lost no time in taking advantage of the permission he had given me.

I found the book without difficulty. It was a quaint, home-made affair, covered, as Sturtevant had said, with rawhide, and bound with leather thongs. The pages were a curious combination of yellow paper, vellum and home-made parchment. I found the story, curiously printed on the last-named material. It was quaint and strange. Evidently, the printer had "set" it under the supervision of the writer. The phraseology was a curious combination of seventeenth and eighteenth century mannerisms, and the interpolation of Italics and capitals could have originated in no other brain than that of its author.

In reproducing the following story, the peculiarities of type, spelling, etc., are eliminated, but in other respects it remains unchanged.

#### **PART II.**

**I**NASMUCH as I have evolved from my experience the one great secret of success for all worldly undertakings, I deem it wise, now that the number of my days is nearly counted, to give to the gen-

erations that are to follow me the benefit of whatsoever knowledge I possess. I do not apologize for the manner of my expression, nor for lack of literary merit, the latter being, I wot, its own apology. Tools much heavier than the pen have been my portion, and, moreover, the weight of years has somewhat palsied hand and brain; nevertheless, the fact I can tell, and that I deem the meat within the nut. What mattereth it, in what manner the shell be broken, so that the meat be obtained and rendered useful. I doubt not that I shall use, in the telling, expressions that have clung to my memory since childhood; for, when men attain the number of my years, happenings of youth are like to be clearer to their perceptions than are events of recent date; nor doth it matter how much a thought is expressed, if it be wholesome and helpful and findeth the understanding.

Much have I wearied my brain anent the question, how best to describe this recipe for success that I have discovered, and it seemeth advisable to give it as it came to me; that is, if I relate somewhat of the story of my life, the directions for agglomerating the substances, and supplying the seasonings for the accomplishment of the dish, will plainly be perceived. Happen they may; and that men may be born generations after I am dust, who will live to bless me for the words I write.

#### The First Lesson

My father, then, was a seafaring man who, in early life, forsook his vocation, and settled on a plantation in the colony of Virginia, where, some years thereafter, I was born, which event took place in the year 1642; and that was over a hundred years ago. Better for my father had it been, had he hearkened to the wise advice of my mother, that he remain in the calling of his education; but he would not have it so, and the good vessel he captained was bartered for the land I spoke of. Here beginneth the first lesson to be acquired:

*Man should not be blinded to whatsoever merit exists in the opportunity which he hath in hand, remembering that a thousand promises for the future should weigh as naught against the possession of a single piece of silver.*

When I had achieved ten years, my mother's soul took flight, and two years

thereafter my worthy father followed her. I, being their only begotten, was left alone; howbeit, there were friends who, for a time, cared for me; that is to say, they offered me a home beneath their roof—a thing which I took advantage of for the space of five months. From my father's estate there came to me naught; but in the wisdom that came with increasing years, I convinced myself that his friend, under whose roof I lingered for some time, had defrauded him, and therefore me.

#### The Second Lesson

Of the time from the age of twelve and one-half until I was three and twenty, I will make no recital here, since that time hath naught to do with this tale; but some time after, having in my possession the sum of sixteen guineas, ten, which I had saved from the fruits of my labor, I took ship to Boston town, where I began work first as a cooper, and thereafter as a ship's carpenter, although always after the craft was docked; for the sea was not amongst my desires.

Fortune will sometimes smile upon an intended victim because of pure perversity of temper. Such was one of my experiences. I prospered, and, at seven and twenty, owned the yard wherein, less than four years earlier, I had worked for hire. Fortune, howbeit, is a jade who must be coerced; she will not be coddled. Here beginneth the second lesson to be acquired:

*Fortune is ever elusive, and can only be retained by force. Deal with her tenderly and she will forsake you for a stronger man. (In that, methinks, she is not unlike other women of my knowledge.)*

About this time, Disaster (which is one of the heralds of broken spirits and lost resolve), paid me a visit. Fire ravaged my yards, leaving nothing in its blackened paths but debts, which I had not the coin wherewith to defray. I labored with my acquaintances, seeking assistance for a new start, but the fire that had burned my competence, seemed also to have consumed their sympathies. So it happened, within a short time, that not only had I lost all, but I was hopelessly indebted to others; and for that they cast me into prison. It is possible that I might have rallied from my losses but for this last indignity, which broke down my spirits so that I became utterly despondent. Upward of a year was I detained within the

goal; and, when I did come forth, it was not the same hopeful, happy man, content with his lot, and with confidence in the world and its people, who had entered there.

#### The Third Lesson

Life has many pathways, and of them by far the greater number lead downward. Some are precipitous, others are less abrupt; but ultimately, no matter at what inclination the angle may be fixed, they arrive at the same destination—failure. And here beginneth the third lesson:

*Failure exists only in the grave. Man, being alive, hath not yet failed; always he may turn about and ascend by the same path he descended by; and there may be one that is less abrupt (albeit longer of achievement), and more adaptable to his condition.*

#### The Fourth Lesson

When I came forth from prison, I was penniless. In all the world I possessed naught beyond the poor garments which covered me, and a walking stick which the turnkey had permitted me to retain, since it was worthless. Being a skilled workman, howbeit, I speedily found employment at good wages; but having eaten of the fruit of worldly advantage, dissatisfaction possessed me. I became morose and sullen; whereat, to cheer my spirits, and for the sake of forgetting the losses I had sustained, I passed my evenings at the tavern. Not that I drank overmuch of liquor, except on occasion (for I have ever been somewhat abstemious), but that I could laugh, and sing, and parry wit and badinage with my ne'er-do-well companions; and here might be included the fourth lesson:

*Seek comrades among the industrious, for those who are idle will sap your energies from you.*

It was my pleasure at that time to relate, upon slight provocation, that tale of my disasters, and to rail against the men whom I deemed to have wronged me, because they had seen fit not to come to my aid. Moreover, I found childish delight in filching from my employer, each day, a few moments of time for which he paid me. Such a thing is less honest than downright theft.

This habit continued and grew upon me until the day dawned which found me not only without employment, but also without character, which meant that I could not hope

to find work with any other employer in Boston town.

#### The Fifth Lesson

It was then I regarded myself a failure. I can liken my condition at that time for naught more similar than that of a man who, descending the steep side of a mountain, loses his foothold. The farther he slides, the faster he goes. I have also heard this condition described by the word *Ishmaelite*, which I understand to be a man whose hand is against everybody, and who thinks that the hands of every other man are against him; and here beginneth the fifth lesson:

*The Ishmaelite and the leper are the same, since both are abominations in the sight of man—albeit they differ much, in that the former may be restored to perfect health. The former is entirely the result of imagination; the latter has poison in his blood.*

I will not discourse at length upon the gradual degeneration of my energies. It is not meet ever to dwell much upon misfortunes (which saying is also worthy of remembrance). It is enough if I add that the day came when I possessed naught wherewith to purchase food and raiment, and I found myself like unto a pauper, save at infrequent times when I could earn a few pence, or, mayhap, a shilling. Steady employment I could not secure, so I became emaciated in body, and naught but a skeleton in spirit.

My condition, then, was deplorable; not so much for the body, be it said, as for the mental part of me, which was sick unto death. In my imagination I deemed myself ostracised by the whole world, for I had sunk very low indeed; and here beginneth the sixth and final lesson to be acquired (which cannot be told in one sentence, nor in one paragraph, but needs be adapted from the remainder of this tale.)

#### The Sixth Lesson

Well do I remember my awakening, but it came in the night, when, in truth, I did awake from sleep. My bed was a pile of shavings in the rear of the cooper shop where once I had worked for hire; my roof was the pyramid of casks, underneath which I had established myself. The night was cold, and I was chilled, albeit, paradoxically, I had been dreaming of light and warmth and of repletion of good things. You will say, when I relate the effect the vision had

on me, that my mind was affected. So be it, for it is hope that the minds of others might be likewise influenced which disposes me to undertake the labor of this writing. It was the dream which converted me to the belief—nay, to the knowledge—that I was possessed of two identities; and it was my own better self that afforded me the assistance for which I had pleaded in vain from my acquaintances. I have heard this condition described by the word “double.” Nevertheless, that word does not comprehend my meaning. A double can be naught more than a double, neither half being possessed of individuality. But I will not philosophize, since philosophy is naught but a suit of garments for the decorations of a dummy figure.

#### His Better Self

Moreover, it was not the dream itself which affected me; it was the impression made by it and the influence that it exerted over me which accomplished my enfranchisement. In a word, then, I encouraged my other identity. After toiling through a tempest of snow and wind, I peered into a window and saw that other being. He was rosy with health; before him, on the hearth, blazed a fire of logs; there was conscious power and force in his demeanor; he was physically and mentally muscular. I rapped timidly upon the door, and he bade me enter. There was a not unkindly smile of derision in his eyes as he motioned me to a chair by the fire; but he uttered no word of welcome; and, when I had warmed myself, I went forth again into the tempest, burdened with the shame which the contrast between us had forced upon me. It was then that I awoke; and here cometh the strange part of my tale, for, when I did awake, I was not alone. There was a Presence with me; intangible to others, I discovered later, but real to me.

The Presence was in my likeness, yet was it strikingly unlike. The brow, not more lofty than my own, yet seemed more round and full; the eyes, clear, direct, and filled with purpose, glowed with enthusiasm and resolution; the lips, chin—ay, the whole contour of face and figure was dominant and determined.

He was calm, steadfast, and self-reliant; I was cowering, filled with nervous trembling, and fearsome of intangible shadows. When the Presence turned away, I followed,

and throughout the day I never lost sight of it, save when it disappeared for a time beyond some doorway where I dared not enter; at such places, I awaited its return with trepidation and awe, for I could not help wondering at the temerity of the Presence (so like myself, and yet so unlike), in daring to enter where my own feet feared to tread.

It seemed as if, also purposely, I was led to the place and to the men where, and before whom I most dreaded to appear; to offices where once I had transacted business; to men with whom I had financial dealings. Throughout the day I pursued the Presence, and at evening saw it disappear beyond the portals of a hostelry famous for its cheer and good living. I sought the pyramid of casks and shavings.

#### The Plus-entity and Minus-entity

Not again in my dreams that night did I encounter the Better Self (for that is what I have named it), albeit, when, perchance, I awakened from slumber, it was near to me, ever wearing that calm smile of kindly derision which could not be mistaken for pity, nor for condolence in any form. The contempt of it stung me sorely.

The second day was not unlike the first, being a repetition of its forerunner, and I was again doomed to wait outside during the visits which the Presence paid to places where I fain would have gone had I possessed the requisite courage. It is fear which deporteth a man's soul from his body and rendereth it a thing to be despised. Many a time I essayed to address it but enunciation rattled in my throat, unintelligible; and the day closed like its predecessor.

Thus happened many days, one following another, until I ceased to count them; albeit, I discovered that constant association with the Presence was producing an effect upon me; and one night, when I awoke among the casks and discovered that he was present, I made bold to speak, albeit with marked timidity.

“Who are you?” I ventured to ask; and I was startled into an upright posture by the sound of my own voice; and the question seemed to give pleasure to my companion, so that I fancied there was less of derision in his smile when he responded.

“I am that I am,” was the reply. “I am he who you have been; I am he who you

may be again; wherefore do you hesitate? I am he who you were, and whom you have cast out for other company. I am the man made in image of God, who once possessed your body. Once we dwelt within it together, not in harmony, for that can never be, nor yet in unity, for that is impossible, but as tenants in common who rarely fought for full possession. Then, you were a puny thing, but you became selfish and exacting until I could no longer abide with you, wherefore I stepped out. There is a plus-entity and a minus-entity in every human body that is born into the world. Whichever one of these is favored by the flesh becomes dominant; then is the other inclined to abandon its habitation, temporarily, or for all time. I am the plus-entity of yourself; you are the minus-entity. I own all things; you possess naught. That body which we both inhabited is mine, but it is unclean, and I will not dwell within it. Cleanse it, and I will take possession."

"Why do you pursue me," I next asked of the Presence.

"You have pursued me, not I you. You can exist without me for a time, but your path leads downward, and the end is death. Now that you approach the end, you debate if it be not politic that you should cleanse your house and invite me to enter. Step aside, then from the brain and the will; cleanse them of your presence; only on that condition will I ever occupy them again."

"The brain hath lost its power," I faltered. "The will is a weak thing, now; can you repair them?"

"Listen!" said the Presence, and he towered over me while I cowered abjectly at his feet. "To the plus-entity of a man, all things are possible. The world belongs to him—is his estate. He fears naught, dreads naught, stops at naught; he asks no privileges, but demands them; he dominates and cannot cringe; his requests are orders; opposition flees at his approach; he levels mountains; fills in vales, and travels on an even plane where stumbling is unknown."

#### A Dominant Force

Thereafter I slept again, and when I awoke, I seemed to be in a different world. The sun was shining and I was conscious that birds twittered above my head. My body, yesterday trembling and uncertain, had become vigorous and filled with energy.

I gazed upon the pyramid of casks in amazement that I had so long made use of it for an abiding place, and I was wonderingly conscious that I had passed my last night beneath its shelter.

The events of the night recurred to me, and I looked about me for the Presence. It was not visible, but anon I discovered, cowering in a far corner of my resting place, a puny, abject, shuddering figure, distorted of visage, deformed of shape, disheveled and unkempt of appearance. It tottered as it walked, for it approached me piteously; but I laughed aloud, mercilessly. Perchance I knew then that it was the minus-entity, and that the plus-entity was within me; albeit I did not then realize it. Moreover, I was in haste to get away; I had no time for philosophy. There was much for me to do—much; strange it was that I had not thought of that yesterday. But yesterday was gone—today was with me—it had just begun.

As had once been my daily habit, I turned my steps in the direction of the tavern, where formerly I had partaken of my meals. I nodded cheerily as I entered, and smiled in recognition of returned salutations. Men who had ignored me for months bowed graciously when I passed them on the thoroughfare. I went to the washroom, and from there to the breakfast table; afterwards when I passed the tap-room, I paused a moment and said to the landlord:

"I will occupy the same room that I formerly used, if, perchance, you have it at disposal. If not, another will do as well, until I can obtain it."

Then I went out and hurried with all haste to the cooperage. There was a huge wain in the yard, and men were loading it with casks for shipment. I asked no questions, but, seizing barrels, began hurling them to the men who worked atop of the load. When this was finished, I entered the shop. There was a vacant bench; I recognized its disuse by the litter on its top. It was the same at which I had once worked. Stripping off my coat, I soon cleared it of impedimenta. In a moment more I was seated, with my foot on the vice-lever, shaving staves.

It was an hour later when the master workman entered the room, and he paused in surprise at sight of me; already there

was a goodly pile of neatly shaven staves beside me, for in those days I was an excellent workman; there was none better, but, alas! now, age hath deprived me of my skill. I replied to his unasked question with the brief, but comprehensive sentence: "I have returned to work, sir." He nodded his head and passed on, viewing the work of other men, albeit anon he glanced askance in my direction.

Here endeth the sixth and last lesson to be acquired, although there is more to be said, since from that moment I was a successful man, and ere long possessed another shipyard, and had acquired a full competence of worldly goods.

### The Gist of the Whole Matter

I pray you who read, heed well the following admonitions, since upon them depend the word "success" and all that it implies:

Whatsoever you desire of good is yours. You have but to stretch forth your hand and take it.

Learn that the consciousness of dominant power within you is the possession of all things attainable.

Have no fear of any sort of shape, for fear is an adjunct of the minus-entity.

If you have skill, apply it; the world must profit by it, and, therefore, you.

Make a daily and nightly companion of your plus-entity; if you heed its advice, you cannot go wrong.

Remember, philosophy is an argument; the world, which is your property, is an accumulation of facts.

Go, therefore, and do that which is within you to do; take no heed of gestures, which would beckon you aside; ask of no man permission to perform.

The minus-entity requests favors; the plus-entity grants them. Fortune waits upon every footstep you take; seize her, bind her, hold her, for she is yours; she belongs to you.

Start out now, with these admonitions in your mind. Stretch out your hands, and grasp the plus, which, maybe, you have never made use of, save in grave emergencies. Life is an emergency most grave.

Your plus-entity is beside you now; cleanse your brain, and strengthen your will. It will take possession. It waits upon you.

Start tonight; Start now upon this new journey.

Be always on your guard. Whichever entity controls you, the other hovers at your side; beware lest the evil enter, even for a moment.

My task is done. I have written the recipe for "success." If followed, it cannot fail. Wherein I may not be entirely comprehended, the plus-entity of whosoever reads will supply the deficiency; and upon that Better Self of mine, I place the burden of imparting to generations that are to come, the secret of this all-pervading good—the secret of being what you have it within you to be.

### Something for Nothing

**A**LWAYS observe, by all means, the "Law of Mutual Benefit," but beware of the man who wants "something for nothing." He is the man who vexes the spurt of the salesman by wanting a little better discount in his small order or a little more service on your part in selling him. He is the friend who enters your store for a friendly chat and after a rambling talk on nothing in particular suddenly decides that he will favor you with his patronage—providing he gets something in your line at cost price.

Give and share your best with your fellow man, be just in your dealings with him—but remember the great principle of *self* justice. You owe it to yourself to keep a reserve and let no man tempt you into becoming the good, generous fellow who is ever ready to accommodate a friend even at a financial loss.

—E. K. Rountree.

### The Salesman's Ten Good Fairies

**H**ERE are ten good fairies that will bring all good things to the salesman who makes them his friends. Through them, one man made a Conspicuous Success. One of his records was one hundred high-priced specialties to one concern, on which he made a commission of Five Thousand Dollars.

1. Enthusiasm—will bring good results.
2. Promptness—will gain trade.
3. Politeness—will attract attention.
4. Faithfulness—will be appreciated.
5. Cool-mindedness—will avoid trouble.
6. Intelligence—will be respected.
7. Honesty—will be respected.
8. Tenacity—will make firm.
9. Energy—will bring success.
10. Cheerfulness—will make good spirit.

F. De Kofsky

# Take Enough Time

BY A. L. JEWETT

**I**T is easy to make time, but a salesman is sent out by his house for orders. The office-boy could use up mileage just as well.

One of the greatest handicaps that an otherwise good salesman places on himself is the tendency, becoming in time almost a mania, of hurrying—rushing from town to town, when spending a little more time, perhaps just an hour or two, would surely secure better immediate results, besides more firmly establishing trade relations with customers, real or prospective.

If only one customer can be taken in each town, or within a certain radius of territory, as in selling some "trade-mark" goods, plenty of time should be given him so he will thoroughly know the line, and become familiar with any special selling plans that may be adopted for his assistance, so as to give him the added assurance that his personal interest is at heart.

It is just the same if the number of dealers that can be sold is unlimited, for then frequently some of them are likely to be neglected and trade is lost by not seeing them or not giving them sufficient time, so that business which should be secured is lost forever. Trade which is not secured by a man when he might get it, but is given to another, is just so much business which can never be made up.

At first without good reason, and with no compulsion by the house to keep on any particular schedule, a salesman in making some towns determines in advance to leave at a certain time, and quite likely he forces himself to do this, trying to satisfy himself that he has done his duty, but usually, if he is otherwise an honest man, he has some little inner disturbance that he has not done justice to his trade, his house, or himself. When this action is repeated sufficiently, the conscience can become so calloused that in time a habit is formed which becomes such a regularity that it can result in nothing else than to very materially cut down the gross volume of his business, which thereby accrues to the benefit of some competitor, the wise chap who allows plenty of time everywhere, yet is never loafing or spending it in an ill manner.

Another thing that this impatience leads to is the unwillingness to wait a reasonable amount of time to see some customer, or good prospect, who might be temporarily absent from his business.

If it pays to go to a place, it pays to remain there until every possible thing is accomplished, and that little "inner-self" which keenly portrays the correct sense of duty, will tell the thinking salesman the right procedure; and if he is not a thinker, he becomes a liability instead of an asset for his house.

Almost invariably, like the story that the "Distant pastures look the greenest", it appears as though the next stop would be more lucrative; yet after a too quick jump into it, there is always a feeling that the last one should not have been left so soon, and that more results could have been secured from it.

It always pays to work territory so thoroughly that its possibilities will be positively known in order to have the feeling of satisfaction that nothing has been missed which any other man can find. In other words: It pays to make a "clean-up" at every stop.

Many men know the feeling of having passed trade that they might just as well have had, also the sensation of finding out when too late that some other salesman, following, has taken it all for himself, and that through the very quality that aided him in securing it, he will probably hold it.

Probably no one man in any length of time can sell everyone that he would like to, and even if he could, the amount of business possible to secure in some places might not justify the time necessary to get it.

But every intelligent, honest, and energetic salesman can get a fair share of business, and total up a patronage through himself for his house that is usually of greater worth in comparison, according to his proportion of sales, than the capital of his employer; and everyone who takes time and uses it well, will attain the maximum success, and have such strength in the trade and with his employer, that he need never worry about his future.



## Gleanings from Business Fields

BY THOMAS DREIER

**A** MAN went into a retail store in an eastern city to buy some dishes. He impressed the salesman—who happened to be the department head—with the fact that he wanted nothing but quality goods.

After a little sparring the customer and the salesman adjusted themselves to one another and immediately the salesman became the customer's representative.

"I think I want that," said the customer.

And then, perhaps, the salesman would show that such an article was not necessary at the time, or else would show something that would serve the purpose quite as well at a lower price.

"If there is anything you find you do not need after a day or so, just send it back, or let us know and we'll call for it. We want you to be absolutely satisfied with everything you purchase."

In that city this store has the largest trade. Go into any of the other stores and you will find clerks idle during the shopping hours of the day. Go into this particular store and you'll find the aisles packed with customers and all the clerks working like beavers.

This certainly is a tribute to service. And it should be said that the proprietors of this store are Jews—a statement which will help prove that the time has come to relegate the term "Jew Store" to the rear. It used to mean that a "Jew Store" was a cheap place—a place where it would pay the customer to trade with open eyes.

But the Jews—the greatest race in the world in business—have learned that service pays and in that sign they are conquer-

ing. In New York they told me that in ten years that city could be fittingly called the New Jerusalem because of the leadership acquired in the business affairs of that city by the Hebrews.

And in speaking of special retail service I must not forget the furniture dealer who personally went to the home of a prospective customer and investigated conditions thoroughly. With this knowledge—the knowledge of rooms, windows, colors of walls, nature of wood finishing, etc.—he went back to his store and acted as the customer's special representative.

"I'll send up what I think would serve you best, you use it until you can decide for yourself, and then I'll take back what you do not want or will send any extra pieces you may desire."

Don't you see that this sort of retail service is sure to win? And let me say that this furniture man says that his business increased \$16,000 over that of a year ago.

*The difference between wanting and winning is the difference between wishing and working.*

—L. C. Ball

**T**HE Bible contains much that should be added to the mental equipment of every salesman and business man.

For instance, there is that old, old injunction which runneth in this wise, "Ask and ye shall receive."

Because they do not heed this advice in their daily work, thousands of business men lose profitable business almost every day in the year.

For instance, there is the case of Coleman, the merchant, and Feeley, the life insurance man.



Feeley and Coleman had been friends for years. They belonged to the same club and to the same church. Their wives visited back and forth. They were as close as fraternity brothers at three o'clock in the morning after an initiation.

Said Feeley to Coleman one day, "Say, Will, when you get ready for some life insurance, let me have it."

"Sure," answered Coleman.

And then there came around to Coleman a keen, snappy insurance salesman by the name of Murphy—Tim Murphy, to be exact.

This Tim Murphy was business from top to bottom. He didn't have any wife and he did not belong to Coleman's club.

But he did have an insurance policy in which he believed implicitly, and he had studied Coleman's case from afar and was mighty confident he could get the business.

He called on Coleman, explained his proposition, did a little persistent and scientific persuading, and left the office with Coleman's name on an application for a \$10,000 policy.

And then around came Feeley, and said, using an aggrieved tone and wearing a Sad Look, "Why didn't you give me that insurance? I should have had it if anyone was to get it."

"That's right, old man," answered Coleman, "but you see you never asked me to sign my name on any of your papers and this young Irishman did."

And a few minutes later Feeley was heard asking, "Well, what'll yours be? It's on me."

*Work is the inevitable condition of human life, the true source of human welfare.—Tolstoy.*

*People do not lack strength; they lack will.*

—Victor Hugo.

A BUSINESS man needed a typewriter immediately. He went to a retail store and after finding what he wanted was assured that a machine would be sent up that afternoon without fail. The afternoon passed and no machine arrived. The next

Quick morning came and with it Deliveries no machine. The business man telephoned, and this time he was assured without apology that the machine would be sent immediately. It arrived that afternoon.

Thinking that this sort of service was given only once in a great while, this man ordered a filing cabinet from the same store. It was to be delivered immediately. Just to see what would happen the purchaser waited. The cabinet arrived three days later. And when the boy arrived with it he was shown one that had been delivered when it was promised by a rival store. Not only did this store lose the sale of the cabinet, but later the typewriter was returned also. The purchaser having ordered a different machine during the initial waiting period.

Down in St. Louis is a laundry that advertises itself as being slow. This is a good talking point because delicate fabrics may with safety be trusted to this concern. But in the majority of cases the store that gives the quickest and best service is the one that succeeds. And it must also be remembered that quick service will oftentimes make up for lack of quality in the goods. A thirsty man doesn't care to wait to have two kinds of water analyzed before quenching his thirst. He and the ordinary customer resemble David Thoreau, who when he was asked at a dinner from what dish he desired food, answered, "The nearest."

*You cannot drag yourself into a character; you must hammer and forge one yourself.—Froude.*

*The truest wisdom is a resolute determination.*  
—Napoleon.

THERE is a girl who runs a printing press. Of course this is not exactly a job that would be selected by a girl who desired to shine in society and acquire a Dissatisfied Look. But this girl is efficient, self-reliant, confident that she can win her own way, and is too busy to even think about becoming blasé, equipped with ennui, or damned with any of the other diseases to which those who do no work are always subject.

"Oh, I love to work with the press," she said to me the other night when she came back to the office to finish some work.

And there you have the secret of her little success. She loves her work. She would rather do it than anything else. She told me that she forgot all about eating and everything else when she was "making ready" a job that was difficult.

The result of all this is that she is the best "pressman" in the shop, and her employers

expect every moment that some other firm will hire her.

Here we have one of those quiet, hard-working, efficient, self-reliant, confident, courteous workers. And she possesses these good qualities and others solely because she is in love with her work. She puts her whole being into what she is doing. Her ambition is to become a better printer. She wants to do difficult things. A task filled with difficulties is her delight. She wants to conquer.

And while it is true that her job is not one that calls for greatness, it is one that demands a worker of this kind. She fills her place level full and over-flowing. And somehow it seems to me that none of us can do better than that.

*While we are considering when to begin, it is often too late to act.—Quintilian.*

**T**HE other day in my wanderings I discovered an institution that employs over eight hundred persons and is filled from bottom to top with a disastrous form of disloyalty.

I didn't have time to thoroughly investigate the place, but in a rapid fire study I learned that the most of the department heads and a few of the subordinates were interested in other businesses.

For two years one department head conducted a publishing business on the side. Eventually this grew so that he resigned his position and devoted his entire time to it. Another—a man drawing \$5,000 a year, began doing special work for outside firms and almost doubled his salary. I heard an artist in this concern take an outside job that would compel him to sit up until two o'clock in the morning. Another worker writes special form letters for business men in all parts of the country, advertising himself in the big magazines. Another man, all of whose time should be spent in working for his employers, has started an advertising agency on the side and is devoting most of his time and thought to it, doing his regular work in a perfunctory sort of a way.

The temptation comes to one to damn these workers as disloyal and shortsighted and several other evil things. But one does not have to know much business philosophy to understand that the executive is the one to blame for this condition of affairs. An executive should look upon himself as a

general and should feel deep in his heart that his chief business is to keep his helpers working together harmoniously and enthusiastically toward one common end.

He must show them how it is to their best interests to serve the institution that employs them to the best of their ability. He should show them, honestly and truthfully, that they can best serve themselves by serving the institution.

And don't make the mistake of thinking that every employe can serve himself best by serving the institution that employs him. Whether he can or not depends wholly upon what provision is made for faithful service by those who control the affairs of the company.

When executives work for their own selfish ends, and do this without thought of the good of their helpers, they cannot expect anything else but perfunctory service. And they must also expect to find their best workers leaving them for other positions.

There are many times when a 100 H. P. man comes to an institution and takes a position that utilizes but 60 per cent of his energy. Naturally he seeks to use that extra 40 per cent. If he cannot use it inside and get returns from his investment, he will use it outside. The business of the executive is to show him how he can use his full 100 per cent of energy in doing work for the institution.

In a newspaper office with which I was intimately acquainted, nearly every editorial employe had a string of outside newspapers for which he wrote. Anyone with half an eye could see that this outside work was interfering with the work in the office. But the men were justified in doing what they did because without this extra work they could not earn more than a living salary. Naturally, being an ambitious lot, anxious to get a stake in the world, they sought to increase their income outside.

Salesmen will often carry sidelines—doing this to the detriment of the business of the house they regularly represent. Sidelines, except in rare instances, are certainly an abomination before the true business building executive.

I grant, of course, that employes and salesmen are often shortsighted. They do not always see that they would better serve themselves by serving one institution. But no executive fit to be in a position which re-

quires the handling of men, has any right to visit condemnation upon the heads of his co-workers who are not blessed with a larger vision.

Let it be understood that an executive must be a teacher and must show his fellow workers how they must work together harmoniously and enthusiastically in one common cause so that they, the individuals, and the institution will receive the fullest rewards for faithful and efficient service.

*Let every man be occupied, and occupied in the highest employment of which his nature is capable, and die with the consciousness that he has done his best.—Sydney Smith.*

**O**UT in Chicago we are apt to think that the folks who are foolish enough to live in the east when trains leave for the west every little while are a lot of Dead Ones.

The Boston advertising men smarted under the sting of the accusations directed against them **Alive in Boston** for slowness. Perhaps some of them were westerners and wanted to prove the spirit of the west lives wherever a westerner hangs up his hat, or in more classic language that "wherever Murphy sits is the head of the table."

Anyhow, The Pilgrim Publicity Association is doing things down Boston way. Some bright man wrote a New England Creed which is too good to be confined within the limits of these rock-bound states. It is one in which, with variations, every loyal citizen may place his faith.

New England is the great manufacturing section of the country. Its mills and shops and factories serve the world. It is growing in power and wealth every day. Into it are coming men and women with the spirit which is breaking down all conservative bars. It cannot fail to grow great with its workers chanting this creed:

**I BELIEVE IN NEW ENGLAND.** In the pre-eminence of her location as the gate-way to Europe. In the beauty and healthfulness of her hills and lakes. In the undeveloped, unlimited power of her rivers, and the ocean commerce of her seaports. In the variety and marvelous efficiency of her industries. In the skill and inventive genius of her workmen, the public spirit of her business men, and the resulting prosperity of her people.

**I BELIEVE IN NEW ENGLAND'S MISSION.** In the glory of her past and the greatness of her future—and I believe that the same spirit of the Boston Tea Party, of Lexington, and the Civil War—the spirit that lavishly gave its blood, brawn, brains

and money to the upbuilding of the country—still lives in New England's sons and daughters, and waits only the word to call all New England to the still greater things which are before us.

**I BELIEVE** in the tremendous, transforming power of optimism; I believe that it is lack of faith which checks the development of individuals, associations, and sections. That skepticism is the only thing which stands between New England and her great destiny. And that when pessimism is transformed to optimism, New England will again take her rightful place in the vanguard of industrial progress.

**THEREFORE I AM RESOLVED** that I will avoid and help others to escape from the deadening, demoralizing rut of criticism, skepticism and inertia. That I will be a booster, not a knocker. And that I will neglect no opportunity to show my faith in the future of New England and to labor unceasingly for its fulfilment.

*Of course I know that it is better to build a cathedral than to make a boot; but I think it better actually to make a boot than only to dream about building a cathedral.—Ellen Thornycroft Fowler.*

**D**OWN Boston way is a little woman who is a master of the science of character reading. Her name is Dr. Katherine Blackford and no one knows or cares how many years young she is. Never yet have I met a woman who equals her in tact, in adaptability, in **Feminine Radium** strength of pleasing personality. She must be weighed on an apothecary's scales.

But one doesn't pay any more attention to her size than one would to the size of a piece of radium. This woman is human radium.

I would say that she has the mind of a man if I were quite sure in my own mind that such a statement would be complimentary. She knows men and women and she knows life. All her life has been devoted to the study of human folks. First she graduated as a physician and practised ten years. Then she became a reader of character and a lecturer.

She divides men according to temperament into the Electric and the Magnetic, and according to type into the Acid and the Alkali. I have seen her pick men out of an audience and tell the truth about them in a way that astonished the victims as well as the audience.

She is a veritable Sherlock Holmes. This man, she says, is a financier and has the ability to handle money successfully. Then she tells why. She tells of his good qualities and also speaks of those other qualities which negative in a measure those qualities that are good.

Any business institution could afford to pay her a big salary just to analyze the characters of the workers.

Working with an executive she would be invaluable. She knows human chemistry. She would never be guilty of mixing men that bear to one another the same relation that gunpowder does to a lighted match. She would be a harmonizing influence.

Her kindness, her gentleness, her fairness, her spirit of mirth, her appreciation of what is good and her knowledge of the "mud and scum of things" make her a woman in a million. I may be mistaken but I have a hunch that this woman will win for herself

a reputation too big to be confined within the cultured limits of Boston Town.

This woman has paid a price for her knowledge by attending the School of Life. She has stood at the bar with cowboys in western saloons and she knows criminals and the reasons why they are criminals through her work with the police. She is at home with Bowery tough and the master of etiquette because she is ever natural and simple. Yet her simplicity and her confidence come from knowledge of things as they are as well of things as they ought to be. Here is a woman who is free because she is efficient. And she pays her own way.

## Which Way Are You Headed?

BY JAMES W. FISK

COMING down on the train the other day, a hobo passed through the coach telling a tale of woe and soliciting contributions. He met with fair success till he accosted a well dressed, prosperous looking man who was looking out of the window as he came up.

Mr. Hobo at last managed to attract the attention of Mr. W. D. P. L. Man and made his plea. Then Mr. W. D. P. L. Man gave assurance that he would see Mr. Hobo in a certain superheated place before he would give him a cent.

The hobo's reply was that his kindly (?) adviser might some day be down and out and in need of alms.

The answer that followed was that he was not headed that way and he couldn't back up.

Just here is a thought. Which way am I headed? Which way are you headed? Are we looking backward over the mistakes or the joys of the past when we should be looking ahead and planning for future accomplishments?

Are we reviewing the years gone by when we should be giving attention to the present and the time to come?

The past is available for our advancement only as it teaches us how to conduct our plans in the future. If it has not done this much it is worthless.

The words of an old song perhaps illustrate prevailing conditions best: "It makes no difference what you were, it's what you are today."

The world accepts you at present valuation, with a possible increase in worth in the time to come.

You remember what happened to Lot's wife! Don't look backward too much.

And, now that we are headed the right way, let's strike a merry clip and keep on going.

Maybe you've been hitched to a post by the roadside for the past twelve months.

Maybe if you'll get out the compass of honest self-criticism, you'll find that you are just exactly where you were a year ago.

If you do find this to be the case, don't be discouraged. From now on things are going to be different, and when another March rolls around you'll be so far along the road that the laggards won't be able to see the dust.

There's only one certain way to get anywhere and that's to make a start. And there's no time quite as good as the present for making that start.

Before you lay down this magazine take a look all around—backward, forward, inside and outside. Then head yourself the right way and begin climbing.

# A Lesson from Mr. Ant

By F. W. BULL, Secretary-Treasurer of The Williams Piano Company, Limited

**L**AST Sunday morning while we were taking a sun bath in our back-yard, we noticed what at first appeared to be a large blue-bottle fly carrying off a small and insignificant ant. On a closer examination, however, it was found that said small and insignificant ant was the one who was making the big noise of victory: and was actually carrying off a blue-bottle fly five times his own size.

Our admiration was immediately aroused; for like every other human being we do admire grit in anything or anyone; and we pulled our chair up there and then to see the thing through.

At first glance it looked as though Mr. Ant had tackled a prospect he would never be able to land. And when we looked closely at the road over which he had to travel with his big fat burden—a road that all the way led through short stubby grass interlaced with innumerable twigs and dead grass, we said, "Go to it, old man; you're a dandy if you can make the grade with a load as big as that."

And he certainly did go to it for all he was worth. He had a good strangle-hold on Mr. Fly's neck: and never let up for a moment.

Our increasing interest led us to look for his hole then, and this we soon found fully fifty feet away, in a straight line from where he was pulling and tugging with his load.

Fifty feet! And not one inch of it that was clear!

Now struggling up over a big blade of grass, then under another one, climbing up and over a crumpled dandelion leaf the next instant, bumping into a chunk of dirt the very next, then climbing bravely and doggedly up on top of a twig of wood only to tumble off and fall with his big fat burden on top of him. We imagined we heard him cuss then. And we are sure we saw him spit on his hands as he shut his teeth and gripped his prize tighter and continued to fight his way home.

This is the kind of a fight he put up inch after inch, foot after foot; never stopping to look backwards and wonder if he could turn the trick; but tumbling, tugging, pulling and shoving, part of the time walking

backward and dragging the fly after him, and the rest of the time shoving the fly along in front of him, he continued the fight, and never once let go his grip. And the strangest part of all was the fact that he continued on in this irksome manner in a *straight line to his hole*.

As I watched his struggle I marvelled at his grit.

"Surely," I said, "he will stop now and take a little breathing spell."

But no, sir, there were no stops for him but one, and that the stop at the home base, after the job was finished.

When he got within six feet of this he suddenly turned to the right, and I said then, "He was nothing but a little machine that worked only by volition and mighty small instinct, for he did not have sense enough to know that he was on the right course and that another moment would land him home with his struggle over."

But I was barking up the wrong tree again, for I suddenly noticed for the first time another small ant-hill directly ahead of him only three or four feet, and for this he was making a bee-line for all he was worth. In another moment or two he arrived at his hole, where he deposited his burden; and after receiving a few congratulations from admiring friends that quickly gathered around he dodged down the hole and was gone from our sight.

The show was over, but the moral that small and insignificant actor left behind him is one that will remain forever.

*Self-pity is a curse to any man* and Mr. Ant evidently knew this very thing, for he did not stop to waste any time in self-pity or bemoan his fate in having to carry such a load.

Furthermore he showed by changing his course at the last moment that he was possessed of reasoning powers. The stranger looking on had pity for him but he had none for himself.

When the world as a whole knows the lesson that Mr. Ant has already learned, then and then only, will we become a race of intellectual giants. *Self-pity is a curse to any man* and no salesman can afford to indulge himself in this luxury.

# About a College Education

BY ARTHUR W. NEWCOMB

**W**HEN the playful humor of Thomas Dreier, former managing editor of *THE BUSINESS PHILOSOPHER*, led him to write of me, in the January number, "He is a college graduate, but by plain living and high thinking in the world of work, he has managed to overcome that handicap," he fondly supposed that he was embellishing what might have been a formal and colorless announcement with a bit of irony.

The fact that some of the readers of this magazine have taken this delicate jest seriously is the excuse for this otherwise unwarrantable reference to the person of the writer. Incidentally, it gives an opportunity—not unwelcome—to set forth the position of *THE BUSINESS PHILOSOPHER* on the important subject of college education in general.

In the first place—that all misunderstandings may be cleared away and all unintentional wounds healed—let me say, emphatically, that I do not consider that the years I spent on the college campus were wasted, or that they resulted in a handicap that it took "plain living and high thinking in the world of work" to overcome. Quite the contrary. Whatever plain living and high thinking in the world of work may be justly chalked down to my credit have been largely the results of my college training. At least that is my opinion, although I freely admit that it is humanly impossible for any man to say what he would have done or been under different circumstances from those he actually encountered and created.

## When Education Doesn't Educate

On the other hand, let it be as emphatically stated that I should yield a certain acquiescence to my friend were he to quote, "Many a true word is spoken in jest." That is to say—I hasten to specify—the college "education" which is composed principally of what Elbert Hubbard calls "crams, exams, frats, spats, chips, chippees, Yale mixtures, Harvard beers, fears, tears, bromide, cubebs, yells, carcens, duels, football, bull dogs and bull fights," is not only a waste of the most precious time a man has, but a heavy handicap in the world of work.

And there is a decided glut of that kind of "education" on the market today. Of course this does not constitute a sweeping condemnation of colleges and their work.

There always have been—and will be for several years to come—those who are so shortsighted as to make cheap merriment of their most valuable possessions and opportunities. A youth can get a splendid education working on a farm, like Lincoln; handling freight for steamships and railroads, like James J. Hill; or working in a factory and carrying telegraph messages, like Andrew Carnegie. But few do.

The fact is, a boy or girl can get a good education—one that will be useful and a source of happiness—under almost any circumstances that leave him or her free to nourish and use the powers and faculties of body and mind, providing the boy or the girl will take the trouble to give these latent powers and faculties that nourishment and use. On the other hand, those who have the interests of the boy and the girl at heart can help greatly by encouraging and directing them and providing ways and means. This is the work of schools and colleges.

Now, in many ways, the schools and the colleges do this work well. We are living in an age of enlightenment—an age of progress in all that affects the destiny of the race. All things considered, the human race today is wiser and better—and therefore living under better conditions, in general—than at any other moment in its history. And it would be untruthful and unjust to withhold from the schools and colleges their share of credit for this advancement.

But if things are better today than they were yesterday, then they will be better tomorrow than they are today. The schools and colleges must share the uplift. And there is room for much improvement in them.

## The Yoke of Precedent

By far the worst fault of the colleges and universities—and, as a result, of the schools—is their bondage to precedent. That is what is at the bottom of all their other troubles.

The first schools established were for those who lived on the results of other people's labor—the ornamental and amusing members of society. Therefore, as Herbert Spencer points out in his essay on "Education," these ancient universities served their purpose in educating their students for show—not for efficiency. And it is a good deal the case yet.

Notwithstanding all our progress, we shall have to plead guilty to the indictment that we live largely for show.

We eat in gilded hotels at ten dollars a plate, not because the food is any more nourishing, but for show.

We dress for show, not for comfort or modesty.

We build houses for show, not for homes.

We travel for show, although it makes us cross and prickly.

We buy books, furniture, musical instruments, carriages and automobiles, yachts and dogs for show.

We don't really care for most of these things in themselves—some of them rather frighten or bore us—but Mrs. Skadzo-Bones across the street has 'em, and, by hen, we'll show Skadzo-Bones that we can burn just as much fool money as he can.

And so, why shouldn't we educate for show?

Well, there are several good reasons.

#### A Fraction of an Education

In the first place, this living for show doesn't affect everybody—at least not seriously. We all do some things "to be seen of men," to be sure, but there is a large and rapidly growing class of people whose ideal is service.

Second, it should be the business of the schools and the colleges to educate a generation of men and women who will see that the real life is the life of service—that mere show is shadowy, flickering, and wholly void of power to satisfy, that the bravest show lasts for a moment; and that the worst of it is that even when one has strained his last nerve and his last dollar, and made his biggest splash, some other fellow makes a bigger one—or one thinks he does—and the applause that one thought would be music in one's ears becomes a dreary clatter.

Third, the majority of parents, teachers, and pupils really desire education for efficiency—with only a little, if any, for show.

But that heavy yoke of precedent, handed down from those old-time schools, lies upon the neck of the whole educational system. The ancient gentry, "desiring to make a fair show in the flesh," gave evidence of freedom from the degrading necessity of earning their living, by parading knowledge of many things that were not of the slightest use. And so our schools and colleges today teach these same useless things. But they make the excuse that they furnish mental gymnastics. Perhaps so. But why not exercise the mind on something that will be useful—surely there are plenty of such things.

Under this third head, also, we find the severest indictment of all against our modern educational system. And that is the fact that it furnishes but one-fourth of an all 'round education. Following their precious precedent, the schools lay their stress on mere intellectual attainment, while the whole man is sensibilities, body, and will, as well as intellect. And, as Mr. Sheldon points out, in the pages of *THE BUSINESS PHILOSOPHER*, the schools are not even training the intellect in the most scientific way, if efficiency is the end sought.

#### The Blight of Specializing

In this connection, I cannot forbear quoting at some length from an article in *Popular Science Monthly* for October, 1908, written by James F. Munroe, of Boston. He says, writing of "The Specialist Blight on American Education:"

"We specialize our grammar-school children in bank discount and leave them to lifelong ignorance of what mathematics really means.

"We specialize our high school youth in battles and sieges and permit them to remain ignorant of the great historic development, through industry and commerce, of mankind.

"We specialize our college youth in haphazard electives, each taught by a specialist and unrelated to all the others, and turn that youth out of college a veritable ignoramus in regard to himself and to those other selves with whom his whole subsequent life will be concerned.

"We send out from our schools of applied science many a man competent to put up a bridge, but not competent to put up a good front among his equals, wise in the handling of formulæ, but ignorant in the handling

of men, full of little knacks and methods of calculation, but empty of that tact and that intellectual skill which are absolutely essential to professional success.

"The college teaching of literature, for example, is being dried and mummified by specialists until the study of human thought has become a sort of subterranean, philosophical treadmill, with never a glimpse into the wide, high, lasting things to which literature should lead.

"College philosophy is, as a rule, but a comparative anatomy of dead and gone systems, never, as it should be, an inspiration to wisdom, leading to the love of and search for truth.

"And how seldom is the teaching of a science a real search into fundamental principles and an exposition of all-embracing truths!

"*'Facts,'* said Mr. Thomas Gradgrind, *'facts alone are wanted in life;'* and facts—the more minute the better—are the goal and joy of the specialist. But man is not an examinable fact; he is a veritable kaleidoscope of elusive impulses, impressions, ideals, fictions; and it is with man that the whole life of the educated man is to be lived.

"In our schools and colleges (and especially in our professional schools), we need to get back to the humanities—not to the humanities of Greece and Rome as expounded in Oxford and diluted in America; but to the humanities of the twentieth century. For the study of the real humanities implies a working knowledge of humankind, of men.

"We have been so overwhelmed with facts and discoveries and theories and inventions and names and classifications, that we are forgetting that the main issue in life is you and I. We have been so busy stuffing our children and our students with these facts and these classifications, that we are forgetting that the main thing which they, as men, must know are men.

"Therefore give a boy, give a student all the facts and all the practice that he can get in school and college, provided that you do not fail to give him, at the same time, a broad outlook upon history, upon literature, upon human experience and human life.

"Whether he is to start in a store, in an office, or as a *'drummer;'* whether he is to be a minister, a lawyer, an engineer, or a doctor,

his success in life depends enormously upon his ability to get on with and to handle men. He cannot have that success unless he is broad, catholic, tolerant, tactful and philosophical; and he can not be those things unless he has been trained, not as a specialist, but as a man.

"By success is not meant, of course, mere financial and professional success—though in nine cases out of ten those are most likely to be achieved by the broadest man—but that highest success which comes through the widest social usefulness, through the consciousness that one has got out of life that which has made the pains of living really worth while."

Mr. Munroe may have put the case against the college a little too strongly, but he has put none too strongly the case for the knowledge of humankind as the basis of education. As Mr. Sheldon has put it, success in life is measured by man's obedience to the three injunctions:

Man, know thyself;

Know thy fellow man:

Know thy business.

One of the early Christian fathers wisely said, "True knowledge is instinct with action." And the three injunctions quoted above demand a knowledge that is instinct with action.

#### **Basis for a Real College Course**

I know that it is the aim of all good college faculties to educate for efficiency—to produce men and women. I know that the modern college professor who is worthy of the adjective has as his ideal not mere head-stuffing, but intellectual growth. But they are trying to do the work with an antiquated system built upon the idea of education for show. And many of them deplore the fact.

I believe in college education. Inadequate as our colleges are, from the standpoint of education for efficiency, they have given us a host of splendid people—men and women who have rendered high service. Over seventy per cent of the most successful living men and women in all vocations have had the benefit of college or university training.

But I believe that our colleges can be greatly improved in many ways. And chief among these I would place a thorough revision of the curricula upon the following basis:



Scientific development of the intellect for Ability, by training and drill in observation—sense-perception, judgment, reason, memory, and imagination.

Scientific development of the sensibilities for Reliability, by cultivation of a desire to serve and the feelings of hope, faith, earnestness, honesty, justice, courage, kindness, loyalty, duty, and other such that grow out of it.

Scientific development of the body for Endurance through right thinking, feeling, breathing, drinking, exercise, cleansing, eating, relaxation, recreation, and sleeping.

Scientific development of the will for Action, through the cultivation of decision, despatch, initiative, industry, and perseverance.

In addition to these I would add the study of human character analysis, the psychology of persuasion, eugenics, and child culture, and actual work with the hands in useful employment. In general, those of my school-mates who have been most successful since leaving college are those who earned all or a part of their own way through school.

Upon this basis could be built classes for the study of general and special branches

of cultural, business, and professional knowledge.

Placing colleges and university courses upon this basis would result in a similar change in the high schools, public schools, and academies, as these are conducted as feeders to the colleges. And even this would have to be changed. Not all children can go through college. Those who do not should be educated for their work in the world instead of for a college course that they will never take.

William Ellery Channing has said: "To educate a child perfectly requires profounder thought, greater wisdom, than to govern a state; and for this plain reason, that the interests and wants of the latter are more superficial, coarser, and more obvious than the spiritual capacities, the growth of thought and feeling, and the subtle laws of the mind, which must all be studied and comprehended before the work of education can be thoroughly performed; and yet to all conditions this greatest work on earth is equally committed by God. What plainer proof do we need that a higher culture than has yet been dreamed of is needed by our whole race?"

## The Common Stock

BY EDWARD EVERETT HALE



HERE are cases where men are so self-absorbed, so self-centred, that they take the friendship of others, their kindly thoughts and friendly deeds, without return. They classify themselves among the ungrateful men.

Well! was this a matter of bargain? Did you give so much love, that so much more might be paid back to you? No, indeed! It was into the common stock that you paid. It was not this man, one little partner, who was to repay you. It was the good God's work you were carrying forward, not merely A's life or B's. Be sure, then, that you have not failed.

# Relation of Salesmanship to Advertising

BY HUGH CHALMERS

Address delivered before The Associated Advertising Clubs of America, at the Louisville Convention. Reported by "The Sample Case"

**T**HE relation of salesmanship to advertising is the closest relationship—closer than friends—closer than a team under a single yoke; closer than brothers; closer than man and wife, as they can never be separated or divorced; all salesmanship is advertising, and all advertising is part salesmanship; they are the twin screw engines that drive the ship of business; they are like a chemical compound, each contains the other and is itself the thing contained.

So with salesmanship and advertising.

Each is a power alone, but combine them and you have the greatest business producing force known. It takes brains to create and combine them, and it takes nerve to touch them off, but the results are worth while.

Every ad is a salesman; every salesman is an ad.

Advertising is salesmanship plus publicity.

Salesmanship is advertising plus getting the order signed.

Advertising and salesmanship are alike in that in both you are trying to influence the human mind—trying to teach people to believe in you and your goods. Advertising is teaching; so is salesmanship.

The close relationship of salesmanship to advertising is most apparent perhaps when we get clear down to bedrock and discover the real foundation of salesmanship—of doing business successfully.

## Advertising and Salesmanship are Education

The whole business world rests on a foundation of confidence. When confidence is gone, business is gone. Individual salesmanship depends upon confidence as much as any other transaction in business.

If a man has confidence in you and in your goods you can sell him. You cannot make many sales where confidence is lacking.

If your prospect lacks confidence in you then your entire efforts must go to building up in his mind a feeling of confidence.

Now, the greatest builder of confidence is publicity—advertising.

Lack of confidence is usually due to ignorance. Unless you know a man well you

haven't confidence in that man. The greatest foe of ignorance is publicity. The saying that "publicity corrects all abuses" is a true one.

Advertising makes you acquainted with the public. It gives people knowledge about you and your goods, and knowledge is absolutely essential to confidence. Big advertising looks like big sales; it makes people familiar with you; it unconsciously creates confidence.

Without a doubt the greatest force today in the interest of confidence—in the interest of credit, if you will—is advertising.

Advertising and salesmanship are identical in their object.

What is their object? The distribution of goods at a profit.

How can this be done? It is done by teaching. That is what advertising is—teaching. Teaching great numbers of people to believe in your goods. And that is what salesmanship is, too. But advertising conducts a public school, while salesmanship gives individual lessons.

One of the oldest chestnuts in the talk of advertising men is, "We must carry on a campaign of education." Nearly every advertising magazine you pick up you read about some one carrying on a "campaign of education." When an advertising agent is up against it for something to say to his client, he assures him with great solemnity that he must carry on a "campaign of education."

Let us get through with this old chestnut. All advertising campaigns are campaigns of education. If they are not education, they are not advertising at all.

The object of advertising is to teach people to believe in you and in your goods; to teach them to think that they have a need for your goods and to teach them to buy your goods.

And the object of a salesman when he goes into his territory is exactly the same.

Judging from some of the advertising I see, and from what I know of a great many salesmen, I am convinced that neither the advertising man nor the salesman has plainly

before him the object he is trying to accomplish.

Of course, a man who does accomplish an object without knowing himself the object which he is trying to accomplish is only a fortunate victim of an accident. We all know that this kind of an accident very seldom takes place.

#### **Dealing with the Human Mind**

I have been in the manufacturing business nearly all my life, and I have found that it is much easier to make things than to sell them. It took me some time to figure this out. It finally dawned on me that the difference is caused through the fact that in one case you deal mostly with machinery and metals, while in the other you deal entirely with the human mind.

Machinery is a fixed quantity. You know exactly what a machine can do and exactly what it will do under given conditions. It is very often automatic and requires little attention from anyone. It is nearly always the same. It never changes its mind. It is very seldom influenced by outside conditions.

Nearly everyone who has some money can start a factory and manufacture things, but it doesn't follow that anyone can sell things after manufacturing.

When you get on the outside of it and try to deal with humanity you face very different problems.

Humanity thinks. It has feelings. It has sensations, decisions, prejudices. It changes its mind. It is influenced by environment and the conditions surrounding it.

Here is a peculiar thing about humanity. It has always wanted and it wants now, teachers, leaders. People are willing to be taught. The man who makes a great success—I don't care whether he is a business man, lawyer, a politician, or an advertiser—is the one who goes into the teaching business.

Salesmanship is nothing more or less than making the other fellow feel as you do about what you have to sell.

A sale does not take place in a man's pocket, or in his pocket-book, or his check-book, but it takes place in his mind.

In order to make a sale you must convince a man's mind. When you go in to see him, he feels that he does not want to buy your goods. You feel that he should have them

and would buy them if he knew as much about the goods as you do.

Now, in order to sell him you must change his mind and bring it around to agree with your mind. So that, when we once put salesmanship on this one broad plane of convincing the other man's mind, it doesn't make any difference whether we are trying to sell a house or lot or a paper of pins.

Advertising is a process of salesmanship. It is a means toward making the other fellow feel as you do.

Most frequently we hear that "advertising is salesmanship on paper." This is not untrue, and yet it is not wholly true.

Advertising is more than salesmanship. It is an insurance on the continuance of trade. It is salesmanship plus publicity.

#### **Advertise as You Talk**

I believe that if advertisers could get all their readers together in a large tent and could say to these readers what they are saying to them in print, that nine-tenths of them would change their copy. If we were going to say to people these things that we print, we should certainly be more careful. Yet there are more "bad breaks" being made today in advertising than in almost anything else.

Some advertisers seem to say everything but the right thing to their prospective customers. They would not think of talking about these things if they were talking to the people face to face.

I think most copy writers and advertisers take it for granted that the buying public knows a great deal about their goods; at least some of the copy would make you think so. They use all kinds of technical expressions and big words.

I once heard it said that a man with big ideas used little words to express himself, while the man with little ideas is always using big words to try and impress the people with the greatness of the little idea.

Small words are more important in advertising than in anything else.

No one ever buys until he is convinced. You can't convince him until he understands. He won't understand unless you express yourself clearly, and the only way to express yourself clearly, is to use small words that one can understand.

Most advertisers shoot over the heads of nine-tenths of the people they want to

reach. They don't understand the art of merely talking common sense to these people—the same kind of talk they would use if they were trying to sell them orally.

#### The Dress of the Advertisement

Next to the importance of what you say is the way you say it. It is so in talking; it is so in advertising. The set-up of an advertisement is like the dress of a salesman. Suppose a salesman should go into a store to sell goods, and should have on a hat of one color, and coat of another color, a vest of another and green trousers. He might attract attention, but he would not make much of an impression. The set-up of some advertisements reminds me very much of such wearing apparel for a salesman. Of course, this is exaggerated, but nevertheless you see the point.

In my opinion an advertisement must be just as simple in form as the dress of a salesman.

Some people write an advertisement and then put in a lot of red lines or heavy black lines around it, or all kinds of curlicues, so that the most important thing about the "ad" is the big red lines, or the fancy type, or the fancy border, when, as a matter of fact, that is the very thing they want to subdue. Everything must be so arranged and the type so set that attention is called to the most important thing, and that is the statements you are making in the copy about the goods you want to sell. Every thing must be subordinate to that.

#### It's All in the First Five Lines

I have always claimed that all you can hope to do is to get a man to read the first five or six lines of your copy, and if the first five or six lines are not interesting enough to cause him to read the rest, the fault is yours. He gave you the chance, but you didn't take advantage of it.

To prove this, one time we sent out 1000 circular letters, and they were all mailed under a one cent stamp. This circular letter asked for prices on goods which the men who received them handled. Out of the 1000 letters mailed out, nearly 900 brought replies giving prices, which showed that nearly nine-tenths of these people who received the letter under the 1 cent stamp opened it and read the first few lines of it.

This convinced me that much depends on the opening lines of any copy.

It is the same thing in a personal interview. You are impressed by what the man tells you at the start. Let's eliminate all the "by the ways" in advertising.

I once went in to see an old business man and wanted to borrow \$500. I went in and said: "I want to borrow \$500, and will give you my note for sixty days, and I will pay you at the end of sixty days."

He turned to the cashier and said, "Write Mr. Chalmers a check for \$500."

He then said to me: "Young man, let me tell you something. You could not have gotten that money had it not been for the straightforward way you asked for it. Most men come in here and waste a whole lot of my time by saying: 'Good morning! How are you this morning? Nice weather we have been having the last few days. How is the family? And by the way, I am a little short of money and would like to borrow \$500 for a couple of months.' But," he said, "I was impressed by the way you asked for it. You came in and asked me for the money right off, so I am going to let you have it."

So, gentlemen, in this time and generation, let's eliminate all the "by-the-ways" and get down to straight business. It pays.

#### Ten Winning Qualities

I believe salesmen are made as well as born, and teaching will do a great deal to make a salesman. However, there are ten qualities which a man must possess to be a successful salesman, and as far as my experience goes, I should say that these principal qualities are health, honesty, ability, initiative, knowledge of the business, tact, sincerity, industry, open-mindedness and enthusiasm.

I think these same qualities may be applied to advertising men, or, as a matter of fact, to any man, because when you get right down to the facts, we are all salesmen. Every man is trying to sell his personality to some other man. He is trying to impress the people he meets. He wants people to think well of him; consequently he is a salesman, because he is trying to sell what he considers his good qualities to other people.

A man may not have all ten of these qualities, but in proportion as he has them will he succeed.

The man who has health of body is surer to have a healthy mind than the one who hasn't bodily health.

Into the question of the health of a salesman enter those things he shouldn't do.

There is hardly a salesman in the country today but is doing one or two things that are injuring him. The greatest thing that bothers us all is our habits. I refer particularly to the subject of eating, drinking and smoking too much.

I know of nothing that will so unfit a man for business as a drink or two in the middle of the day. At two or three o'clock in the afternoon he is lazy and heavy and unfit for work. And a salesman, above all others, if he feels he must drink, should not take a drink until after six o'clock at night. The man who will stick to this rule will have more dollars in the bank at the end of the year than the man who does not.

I speak from experience, like the man who said, "It pays to be honest, because I have tried both ways."

In speaking of honesty, I don't refer to it in its basest sense, because a man is nothing short of a fool nowadays who is not absolutely honest.

But honesty goes farther than just what a man does.

Honesty means what a man thinks as well as what he does.

After all, gentlemen, there is only one man in the world who knows whether a man is honest, and that is himself.

Our wives think that we are honest, and whether we are or not it is a good thing to keep them thinking that way, but they could not prove it to save their souls.

I give it to you as good sense and business logic that honesty in all things must be the rule of any man who wishes to succeed.

I tell you it is a good thing some men are dishonest, because if they were honest, coupled with their natural ability, you and I wouldn't have much of a chance.

#### **Know your Business**

I have always noticed that the lawyer who reads the most law books and keeps up to date on law is, as a rule, the best lawyer.

I know that the statement that "salesmanship is a profession" is worn threadbare, but it is true nevertheless. A man ought to have all the knowledge of his business that

he can possess, keeping in mind the old saying that "knowledge is power."

I remember once of being in Germany at a salesmen's convention. There was one man there who had been banner agent for three years in succession.

In awarding him the prize at this convention I asked him to tell the other agents why he had led all the rest the three years.

He could not have answered better if he had talked a day, and yet he answered in practically one sentence when he said, "I defy anybody in all Germany to ask me a question about my business that I cannot answer."

That was the great secret of his success.

#### **How Sincerity Talks**

You can tell from the way men talk whether they are sincere or not.

Men are affected by everything you say and do.

You know that throwing thoughts at a man is nothing more or less than throwing something tangible at him.

Now, gentlemen, I claim it is impossible to throw insincere thoughts at a man and have him catch sincere thoughts. I say it is just as impossible to do this as it is impossible for me to throw a cup at a man and have him catch a saucer. If he catches anything he will catch a cup.

I say that men are unconsciously affected by the sincerity or insincerity of the man they are dealing with.

I believe in being sincere in all things. Insincerity has taken a few orders, but insincerity never held a job long.

I admire a sincere man, and so do you.

I hate a jollier.

It is your friend who criticises you and your enemy who flatters you.

Your friend is sincere, wants you to improve, and tells you where you are wrong, and the man who tells you that you are the best fellow on earth when you are doing wrong isn't your friend, because he is encouraging you to continue to do things that aren't right. Therefore accept criticism that way, because it is your friend.

Open-mindedness is the willingness to take suggestions.

The man who knows it all is standing on a banana peel placed there by a fool-killer, who is just waiting around the corner.

The man who is not open-minded will get into a rut, and, after all, gentlemen, the only difference between a rut and a grave is the width and depth.

We should all be willing to receive suggestions.

The day is not long past when the salesman used to resent suggestions. Most salesmen accept them nowadays.

I have heard of cases where men have made suggestions to a superintendent and he has told them that that was his business—has even gone so far as to “fire” them for interference.

The man who is doing a work every day is the man who is best able to tell you how to improve it.

I should just as soon be stopped by a janitor as by a general manager, because the chances are ten to one that the janitor knows more about the thing he wants to tell me than the general manager does.

So I say that if we are to progress we should solicit and gladly receive suggestions.

A man might have honesty, health, ability, initiative, knowledge of the business, tact, sincerity, industry and open-mindedness, and without enthusiasm he would be only a statue.

#### **The White Heat of Enthusiasm**

Enthusiasm is the white heat that fuses all of these qualities into one effective mass.

To illustrate enthusiasm: I can take a sapphire and a piece of plain blue glass. I can rub the plain glass until it has a surface as smooth as the sapphire, but when I put the two together and look down into them I find that the sapphire has a thousand little lights glittering out of it that you cannot get out of the glass if you rub it a thousand years. What those little lights are to the sapphire enthusiasm is to the man.

I love to see enthusiasm. A man should be enthusiastic about that in which he is interested.

I like to go to a ball game and hear a man “root” for the home team, and it never bothers me a bit, because I know that that man has enthusiasm. He has interest.

I would not give two cents for a man who works for money alone. The man who

doesn't get some comfort and some enthusiasm out of his daily work is in a bad way.

Some men are almost irresistible; you know that. It is because enthusiasm radiates from their expression, beams from their eyes and is evident in their actions.

Enthusiasm is that thing which makes a man boil over for his business, for his family, or for anything he has an interest in, for anything his heart is in.

#### **Doing the Most Important Things**

I keep before me at all times the ten most important things to do. I have these in a folder on my desk. As the things are attended to, they are marked off, and my secretary keeps making a clean sheet of the ten most important things, because I want to keep my mind on important things only.

Transfer to some one else the details, because we men who handle other men succeed just in proportion as we can intelligently direct their efforts. The actual work we do ourselves does not amount to anything; it is what we can succeed in getting others to do that counts.

I might illustrate this by a homely story: suppose a farmer had a forty acre corn-field, and a helper named John. Suppose he were to say, “John, go chase the pigs out of the corn-field.” John might chase pigs for a week and never know when he had them all out, because he doesn't know how many are in there.

Suppose this farmer should say, “John, there are ten pigs in that corn-field; go get them out.” After John got out ten pigs he would no longer be chasing pigs that didn't exist.

This same thing applies to us as business men. If we keep before us the ten most important things we have to do, we are sure that we are not chasing things that do not exist.

If I should ask almost any business man, “What are the ten most important things you have to do?” he will have to scratch his head and think. Now, if he doesn't know what the ten most important things in his business are, how can he be sure that he is working on these important things?



# The Story of John Sticker

BY C. R. TROWBRIDGE

**S**MALLTOWN'S principal industry—a woodworking factory—lay in ruins. Fire told the story.

Four salesmen, representing that many machinery supply houses, sat in the Smalltown hotel, going over the situation. Each had appeared on the scene in response to wires from home giving information of the disaster and "tips" that the plant was to be rebuilt at once. "Get busy."

Each had paid a visit to the manufacturer, William Owner, only to be waved aside with "I have no plans for the future."

"Me for the next train after that frost," declared salesman No. 1.

"Ditto here," joined in salesman No. 2.

"We're only killing valuable time staying in this burg," declared salesman No. 3, "the man has no thought of rebuilding."

"I'll have to admit that our reception has been a rather depressing one," said salesman No. 4, "but I guess the house won't care if I hang around here a bit and rest up after that long jump from the east."

"Go to it, old boy," shouted his companions in chorus, "misery loves company." And the three grabbed their grips and made for the railroad station.

John Sticker was salesman No. 4. This parting shot had no sooner landed than John was out in the town making notes of William Owner. He made the acquaintance of several business men who spoke highly of the manufacturer and deplored the loss. In a friendly sort of way he reached his bookkeeper, Jim Record. He learned here that Owner had neglected to renew his insurance policies at their expiration just one week before the fire, and that all the money he got out of the factory had been used to meet obligations contracted in his early struggles and to pay for a new residence. The wreck, therefore, left him in straightened circumstances. The plant had been running full capacity for more than a year, Jim was told, with a good trade, and Owner was expecting great things of the future.

This interested John, and he proceeded to follow out the instructions from his house—"GET BUSY."

He put all his notes together in the quiet of his hotel room and right then and there

launched the Smalltown Manufacturing Co. with Smalltown citizens as stockholders. His plans meant an organization by popular subscription to rebuild the factory and put Owner on his feet again. Record was enthusiastic when he heard of the proposition and suggested that they enlist Sam Stirumup, editor of the Smalltown *Enterprise*, as a helper. Sam showed his spirit, after listening to John, by giving a whoop that could be heard a mile up the street.

The three men then called on Owner. John, as spokesman, presented the project. He didn't like the idea, and was for selling his property, and seeking a position in Chicago. Under pressure from the editor, however, he finally yielded and left the case in the hands of the trio, agreeing to keep in the background until "further notice," as John said.

The *Gazette* next day came out with the whole enterprise slapped on the first page in ten-point type and big headings and an editorial that fairly sizzled, it was so hot. This was followed by interviews and statements until the whole community was agog.

At this juncture, John, Jim, and Sam circulated subscription papers, and with the exception of only a few, every professional and business man in Smalltown put his name down for one or more shares in the proposed company.

In less than three days' time the Smalltown Trust and Savings Company, as trustee, had enough money on hand from collections to assure the safety of the scheme.

A rousing meeting was held in the Smalltown Opera House, where Owner voiced his gratitude and Stirumup shouted about "the best town in sixteen states."

The stockholders soon got together and the organization was finally clinched.

Owner was elected president and general manager and, at the suggestion of John, Record was made secretary and treasurer and Sam the vice president.

"But where do you come in?" asked Owner of John.

"I hope I come in on an order for equipment, that's what I came to Smalltown for," smiled John.

And he got it.

# The QUESTIONS of SOCRATIC



BY ARTHUR W. NEWCOMB

## Sidestepping the Monthly Report

I WAS a little surprised to see McAssey come into the office with the freight bills from the R. S. & V. P. road.

"Hello, Mack," I warbled, "thought you had a job amongst the mahogany down at the city offices of the road."

"Have," he chuckled, with the droop of one eyelid, "but this is the day of the monthly report, so I'm helping Boggs out with collections."

"The monthly report?" I groped. "This Santa Ana wind seems to affect my thoughts. I suppose it's as simple as differential calculus, but I can't for the life of me see any connection between the monthly report and your making a pavement-pounder of yourself when you don't have to."

"Should say it is simple. Let me break the news gently that the aforesaid monthly report is a sticky, uncomfortable, much-tabulated affair that leaves you with a combination of katzenjammer and blind staggers. Everybody down at the office sidesteps it. About the time it comes along, we are the busiest little bunch of overworked wage-earners you ever saw. Jobson helps the file-clerks. Koshman goes out and drums up freight business. Stith had to do it two months ago, and he did such a sloppy job that he came near getting canned, and hasn't been asked to tackle it since. Baas did it last month, and he kicked and roared and snarled so much about it that I guess the Old Man will think twice or more before he hands it to him again. I lit out early this morning, so I don't know who's the victim this time."

### The Same McAssey, But—

"Sure you are awake, Mack?" asked Socratic, coming into the confab.

"Awake? What do you mean?"

"You are the same McAssey, are you not, who gave up driving a laundry wagon to go into the railroad business?"

"Why, yes? What are you getting at?"

"Willing to begin at the bottom and work your way up, study stenography and typewriting at night?"

"Sure. That's what I'm doing."

"Getting so you're pretty good on the typewriter now?"

"Yes, I can pound out stuff just about as well as the next one, but His Nibs hasn't found it out yet, so I don't get much chance."

"Got to climb pretty fast, at your age, if you want to get very high, haven't you?"

"Suppose so. But it's as hard as climbing Mount McKinley when there are so many scrapping for the good places. Besides, there is the seniority rule of promotion, and I was the last man to come into the office. I'll tell you what it is, Socratic, I'm game all right, but sometimes I can see a life-sized painting of myself ripping open that pesky mail and sorting and counting punched tickets at forty-five. And it gives me the goose-flesh."

"Any other jobs around your office like that monthly report?"

"Oh, yes, there's always some thankless and trouble-breeding thing. The office bunch has got them all pretty well listed. You ought to see how they try to hand them to one another."

"The R. S. & V. P. road knows its business, does it?"

"Well I should make my affidavit! Why?"

"Not buying any cheap goods at fancy prices?"

"Not old H. B.! He can see a nickel under a cement sidewalk."

"He can get men cheap that can and will do the easy jobs, can't he?"

"Yes, I suppose so. And, conversely, as our geometry used to remark, he has to pay a good price for the men who can and will do the hard, disagreeable jobs. I guess I'll go back to the office, Socratic, and see if that monthly report has been handed out yet. I don't think much of gratitude as a virtue, but it's going to be a monthly-



report kind of struggle to keep from being grateful to you for the jolt you just gave me. So long."

#### **A Private Car for Mack**

We didn't see much of McAssey for three or four months. And then one day he came into the office like a girl with her first solitaire diamond ring. He was an artist's dream of pure delight.

"Just dropped in to say good-bye for a little while," he purred. "You are now gazing upon the dazzling radiance of the new private secretary to the assistant general manager of the R. S. & V. P. Railway Company, arrayed in his joyous apparel and about to take a three-months' trip from coast to coast and return in the palatial private car of his chief."

We really liked McAssey, so our congratulations were a couple or three bone-crushing handgrips, emphasized by silence. Then Socratic had to ask a question.

#### **The Monthly Report Becomes Popular**

"How about that seniority of promotion rule, Mack?"

"Gone where my love lies dreaming," chanted McAssey. "I jumped over the whole kit and bilin' of 'em."

"But I thought that Jobson had the private secretaryship roped and branded. He's been with the road a good while, too. How did he lose out?"

"Well, you see, for two or three days every month—about monthly report time—poor Jobson would be fossicking around the files, trying to get out of doing that report. Then he got to doing the same thing when two or three other unpopular jobs sauntered along. And so the Works got to regarding him as half file-clerk and half stenographer—a combination that isn't supposed to be a candidate for a private secretaryship."

"Well, what about Koshman? I thought he was a whirlwind."

"He is, but he got to chasing out after freight business whenever a nasty job appeared in the office, and now he is both freight solicitor and stenographer and not doing much at either. So they had to pass him by. But, really, Socratic, you're to blame for the whole thing. You remember that day you put me through one of your catechisms about that monthly report?"

Well, that's what started me. And, honest to goodness, a job like that is just fun when you are trying to see just how artistic and accurate you can make it, and make it a little better each time than you did the time before."

"Who's going to do the monthly report now?" Socratic wanted to know.

"That's the one best bet of the whole offering down at our office these days," rippled McAssey. "They're all clamoring for it."

#### **The Green Bay Tree**

WIGGINS had been holding forth on good morals as a business asset. Our friend Wiggins is a good sort, but he does take himself so seriously that he gets a little hard to live up to as a steady companion.

It began to get on Fussberg's nerves after a while, and, he batted a few of Wiggins' graceful curves—and batted them hard. Of course that only put ginger into good old Wiggins' delivery, and the first thing we knew, both men were breathing hard.

"All this thin gruel about being good and prospering gives me the pip," sneered Fussberg. "It sounds fine in your velvety bass, Wiggins, and it tickles the vanity of those who are afraid to go down the line. But it doesn't work out in practice."

"There is where you mistake, my valiant friend," intoned Wiggins. "Virtue is not only its own reward, but it pays in dollars and cents. This world and the people in it are still subject to law, and it is an inexorable law of nature that right conduct pays."

#### **Unrewarded Virtue**

"Platitudinous piffle!" snorted Fussberg. "Look at me. I'm a fair-haired mama's darling, morally. I never drink anything stronger than postum, never inhale the reek of the weed, never roll the spotted bones or slap the table with bits of Bristol, never try to prophesy how the horses will run, never donate anything to the support of the macques, never say anything worse than 'Oh, fury!', never miss an appointment, tell a lie, steal a pin or a 'tater, let my bills run, beat my wife, or repeat a scandal. Not because I'm afraid to do any of these naughty things—they don't seem artistic to me, that's

all. And what do I get? A microscopic little hundred a week!

"Now look at Bruenning, the star artist on the *Daily Yell*. If there is a sensation in all the whole list of vices that he hasn't soaked himself in, run over there and tell him about it now. He'll hand you a tenner for the suggestion. The *Yell* people never know where to put their finger on him, and can't guess within three volumes of Jules Verne what he is going to do next. When they hand him an important job, they give out the same orders to a sub-artist in case he should take it into his high-balled head to go and draw cherubim in chalk on the walls of Val's Place. And yet his Saturday night check starts off with a 2, and has two other digits on it before it gets to the decimal point."

"Well," fenced Wiggins, a little winded, "your hundred a week is pretty good, isn't it? I don't see that you have any just grounds for complaint."

"What's that got to do with the case? I work hard for my money, and I earn it. But Bruenning gets more than twice as much, and he would shoot at sight the man that invented work. Where does your 'inexorable law of nature' come in?"

"Just wait, Fussberg. The books aren't balanced yet. Bruenning can't keep up his pace forever. And the steady plodder wins in the end. Don't forget the fable of the tortoise and the hare."

"Thank you kindly, Wiggins. I like to be called a tortoise. Your comments are highly original, and quaintly interesting. But Bruenning has been rubricating this town every few days for the last fifteen years, and is a pretty husky specimen yet."

#### The Case of Patsy Moran

"You make me think of the good people back in Janesville, Wisconsin, where I was brought up. Patsy Moran was the town drunkard. Once in a long while he would get almost sober and all the newspapers would have scare-head stories about it. I remember how all the owlish Wigginses in Janesville used to point out Patsy to me as an early candidate for that dismal horror, 'the drunkard's grave.'"

"Well, about a year ago I went back to the old town for a visit. While I was there, father and I stepped into the police court to shake hands with His Honor, who used

to do me a good turn now and then when I was out shagging local for the *Gazette*. The usual crowd of middle-aged sages and philosophers was warming the chairs in the jury box, the grist for the day having been ground."

"After the conventional how-de-do's, one of the Weisheimers in the jury box asked me if I knew that my old friend, Patsy Moran, was dead. 'Yes,' he said, 'poor Patsy is gone. I always said that he would drink himself to death.' And the other seers all said that they had always known it too. It was a great day for the Wiggins family."

"And then I softly asked, 'Let's see, how old was Patsy?'"

"'Eighty-four,' the first chair-warmer owned up, looking vastly injured and abused."

#### Getting the Truth

After the laugh had evaporated, and while Wiggins was trying to get his bearings, Socratic let himself in with this:

"Fussberg, you know Bruenning pretty well—you're both artists—you know his nights off and his mornings after. You know how he feels when he is sober. You know how folks talk about him and the way most of them treat him. You know his family life. Would you trade places with him for his thousand a month?"

"Not for a thousand a week!" came back the answer like a shot.

"You know something about art, I suppose, and have studied the work of artists. With his talents, what would Bruenning be today if he had your habits?"

"No telling, exactly, but he would rank among the world's best, I guess."

"And make more money than he does now?"

"My hat's off to you, Socratic."

"That story of Patsy Moran was a good one, but are you sure that Patsy didn't drink himself to death?"

"Why eighty-four years ought to be long enough life for any man."

"We'll grant that for the sake of the argument—although I think you will repent that statement when you are eighty-three—but what kind of years were these eighty-four? What did Patsy accomplish in them? Was there any satisfaction in living them? Did your friend Patsy look happy?"

"Socratic, you're getting worse. Four questions all in a bunch! But I get your point. Patsy drank himself to the death of usefulness, prosperity, family, friendship, honor, and happiness. His eighty-four years most of them would have made mere physical death a welcome commutation of sentence."

### A Reminder for Scroggs

SCROGGS, the printer man, came in with a proof. Poor Scroggs looked worried and harrassed—I might almost say fretful. My heart went out to him; because he is a mighty good printer—a real artist—and a good deal of a man in the bargain.

So I was jolted pretty hard when Socratic—usually the kindest and gentlest of men—rasped out at him: "Well it's about time you were in here with that proof. Did you think that I had sent my copy down there merely as a literary curiosity for your amusement?"

"That's right, blame the printer!" snapped Scroggs, swinging his arms. "You important people are driving me crazy! You sit around and swap yarns, settle the problems of the universe, and read the magazines until the last minute, then you get busy and rush your copy to me with a red flag on it—you want it yesterday. You expect the poor printer to make up for all your lost time, and you raise Central America if he doesn't make the clock hands go backwards. You would start a holocaust if anybody tried to boss you, but you all take a hand in bossing me and trying to tell me how to run my print shop. I'm sick and tired of it. I think I'll sell out and go on a ranch."

"Think you would enjoy ranch work, Scroggs?" inquired Socratic, blandly.

"I don't know. Perhaps not. But at least I would be my own boss, and wouldn't have to take the raw lip of everybody in town."

"Know how to make money on a ranch?"

"No, I don't know anything but type, ink, paper, and presses."

### Removing the Sting

"What would you think of the idea of making your own work—the work you are a master in—enjoyable and pleasant?"

"Oh, that would be just too lovely for anything! Got a scheme for making saints

and angels of yourself and the rest of the buyers of printing?"

"My complaint about delay stirred you up a lot, didn't it?"

"You bet it did. Those little love-lyrics are getting so common that they make me see red every time I hear one."

"What I said was almost a mortal wound, wasn't it?"

"That is about the feeling it gives me."

"And, as I understand it, you get something that makes you bleed and die like that every little while."

"Keeps me in the death-agony all the time."

"Makes you nice and agreeable to your helpers in the office and shop, does it?"

"Well, I try to treat 'em as near white as I can, but I'm human, and I guess things are at sixes and sevens over there a good deal of the time."

"This kind of thing is inevitable in the printing business, isn't it?"

"Oh, yes. You fellows will never reform—no hope in that direction."

"Then there is hope in the other direction?"

"What other direction—what do you mean?"

"How many people does it take to make up the cast of characters in one of these little tragedies entitled, 'I Want What I Want When I Want It; or, Baiting the Printer'?"

"Why, two, of course, the kicker and the printer-victim. Do you mean that I need reforming?"

"Well, let's see. Take that wallop I handed you a little while ago. Think it over. Anything so blood-spilling about that?"

"Why, no-o. Not in itself, I suppose. It's the accumulation of them that hurts."

"Then why do you let them accumulate?"

"What have I got to do with it? It's you fellows that pile them up."

"But why not destroy each one as it comes?"

"How?"

"Well, suppose, knowing—as you do—that I can laugh at a joke, even when it's on me, you had taken my remark as a joke. Would it have taken off any of your rapidly-disappearing cuticle?"

"No, of course not—it would have all ended in a laugh."

**Wiping Out an Insult**

"And Dubheimer, across the hall here, who has no sense of humor—couldn't you have turned away his wrath with a soft answer, yesterday, instead of starting a bear-garden that shook the chandeliers on three floors of this building?"

"But Dubheimer insulted me, crow-pick him! I won't stand that from any man—much less from a purple-nosed burro like Dubheimer."

"Were you any the less insulted after you had exchanged Chesterfieldian compliments with this inferior person?"

"Well, I don't know that I can say that I was. But anyhow I had the satisfaction of telling Dubheimer just where he got off."

"Satisfaction? I thought you said this sort of thing was killing you?"

"By Heckster! That's right, isn't it? Besides, now that I come to think of it, Duheimer wasn't worth the nervous energy. But there's Diablack. He's as clever as he is nasty mean. And the cute little remarks he makes get under a man's hide. If you don't bring him up short once in a while, he'll run all over you."

"Diablack is a genius in taking out his dyspepsia on the rest of the world, I'll admit. But suppose you didn't let him have the satisfaction of seeing that he had got under the skin, do you suppose he would keep it up?"

**How to Treat a Porcupine**

"I suppose not—he takes a lot of pleasure in watching the other fellow squirm. I suppose I might make him feel a little bit foolish by smiling in his face when he gets sarcastic. But there's Nettleton. It's like caressing a porcupine to converse with him. He always gets me so riled up that I can't get the taste out of my mouth for hours. And no amount of smoothing the right way would ever take the sting out of his bristles."

"Ever meet a real four-footed hedgehog, Scroggs?"

"Why yes, lots of times. Have had 'em get right in my way, when I've been out hunting."

"And I suppose you just slapped the impudent little things?"

"Well, not so frequently that you could call it a habit."

"And yet you whack away at Nettleton's bristles every time you get near enough,

when you might just walk around them, as you did Br'er Hedgehog?"

"Well, I guess that's about it, Socratic. I never thought about the thing just like that before. But you will admit that it is pretty hard on a man to get nothing but unkind remarks all day long. A fellow might smile over a few of them, and I will, but it gets mighty monotonous after about the 'steenth piece of jagged jaw."

"And about that time, you begin to hunt for trouble, don't you?"

"Well, perhaps I do a little. I often feel as if I were carrying a large assortment of very unstable chips on my shoulder."

"The time you spend petting your grouch isn't bulging your bank roll much, is it?"

"No, and I know that it throws emery powder in the bearings, all around. I think I get the little lesson, dear teacher. Here is the idea, isn't it? Not just to 'grin and bear it,' but just to let it go by without trying to bear it. And, if anything does scrape a little, just forget it by hard work improving my business and myself. You're a genius, Socratic. And, by the way, I might just as well own up that I did delay your proof some because I spent most of yesterday in caterwauling with Dubheimer over a mole-hill."

"Oh, that's all right, old man. I saw that all you needed was to be reminded of the really fine stock of common sense you had on hand and were forgetting to use."

**Getting the Cash**

I'M sorry I can't pay you anything on that account this month, Mr. Socratic," quavered Fassil, distressfully, "but collections have been poor. In fact a lot of my commissions have been cancelled because the sales failed to prove up. So I have actually made a little less than nothing, although the gross number of names on the dotted line has been greater than any previous month."

"Don't perspire one drop of precious moisture over the pound of flesh we have nominated in the bond, Fassil. We are in no hurry. But what is wrong with your business? You don't get much amusement out of working for nothing and a half, do you?"

"Well, nothing ecstatic, of course, but I am looking for better times. You see, just at

present the real estate boom is catching a lot of victims among my customers, and they are paying out their uneaten dollars for rectangular pieces of sage-brush and horned toads out on Desiccated Heights, instead of honoring the courteous reminders from our accounting department."

"Let me see," mused Socratic, "your's is a seventy-five-dollar service, isn't it?"

"Seventy-five in full, yes—ten dollars down and five dollars a month for thirteen months. I get part of my commission when the first payment is made, and the rest when they come through with the sixth. If they default before the fifth payment, then the house cancels all my prospective commissions and charges me up with half the commission I have received."

"What is the cash price of your service?"

"Sixty dollars. And my commission is paid in full—with a bonus."

"Then your customers could save fifteen dollars by paying cash. Why don't you get them to do it?"

"I can't, somehow. Most of my customers are pretty good producers, and have quite restful incomes—some of them are painfully rich—but they all seem to prefer the installment plan of payment."

#### Forty Per Cent Interest

"That's strange. And that fifteen dollars is what per cent on their money?"

"Well, figuring it on a basis of their having the whole sixty dollars to use for a year, it amounts to twenty-five per cent. But they don't have the whole sixty dollars that long—they are paying it over to us at the rate of five dollars a month, which makes the rate of interest on the deferred payments a little over forty per cent."

"And business men are willing to pay forty per cent interest on a few dollars? What is wrong with your selling talk, old man?"

"Seems like something was, doesn't it? And yet I always do my best to get the cash—show them how much they will save by paying up on the spot, and all that."

"Full of confidence that they are going to pay cash, I suppose?"

"Well, I can't say that I am. And yet I always put it to them just as strongly as if I were."

"Do you then, for sure? Is that your psychology—that you can persuade a man to do a thing when you have no confidence that he will?"

"No, I suppose not. And yet, I remember when I sold Thomas—that big architect over in the Granger Block—I was sure that he was going to pay cash. And yet he didn't."

"Use the same selling talk on him that you did on the others?"

"Sure I did. I've worked my selling talk down to a fine point, until I think it is the very best I can do. After the introduction, my points are the same in every case. Of course I vary the manner of putting them, to suit the prospect."

"When you talk with a prospect, I suppose you are always certain, in your own mind, that you are going to land him?"

#### How Much is "A Lot of Money?"

"Well, I am getting better and better in that. Of course, seventy-five dollars seems like a lot of money, and it was pretty hard for me to say it, at first, without making two mouthfuls of it."

"Sure you didn't make thirteen mouthfuls of it?"

"Why, how do you mean?"

"Well, didn't you bear down pretty hard on the idea that the customer could get the service for the very small price of ten dollars down, and could take his own time to pay the balance."

"Well I should say I did. Why, if I should say to my prospects, 'this service will cost you sixty dollars, cash,' they would fall dead."

"Tragic! So you think sixty dollars is a wallop big price to pay for a fiddling little service like yours?"

"Not by a dumsite! But sixty dollars is a blood-curdling lot of money when you say it all right off sudden, like that."

"Come here, Fassil, I want to show you something," broke off Socratic, going to the window. "Isn't that new touring car of mine a beauty?"

"A beauty! Why, she's a dream. When did you get her?"

"Last week. Some investments came out rather well, so I sold off the old five-passenger grease-pot and got this new seven-passenger car. But she cost me like a breach-of-promise suit. What do you think of a

man paying out six hundred dollars in cold, precious coinage for a car like that?"

"Only six hundred little measly dollars for an Aladdin's dream like that! Go on, man, you're kidding me. What did you pay for her?"

"Oh, then," interrogated Socratic, coming back to his desk, "ten times sixty dollars doesn't seem like very much money to you, but sixty dollars nearly loosens your teeth just to say it?"

"By the great Knin Peeler! I believe you've solved the problem, Socratic. If I made more of the value of my service, and less of how 'easy' it is to pay for it, I'd get

the cash. Why they would run after me to hand it to me. Why it's so absurdly simple that I've been overlooking it all this time. Socratic, you deserve a whole train of cars like that little palace on wheels out there. Well, so long. I'm going out to try that on a prospect right now."

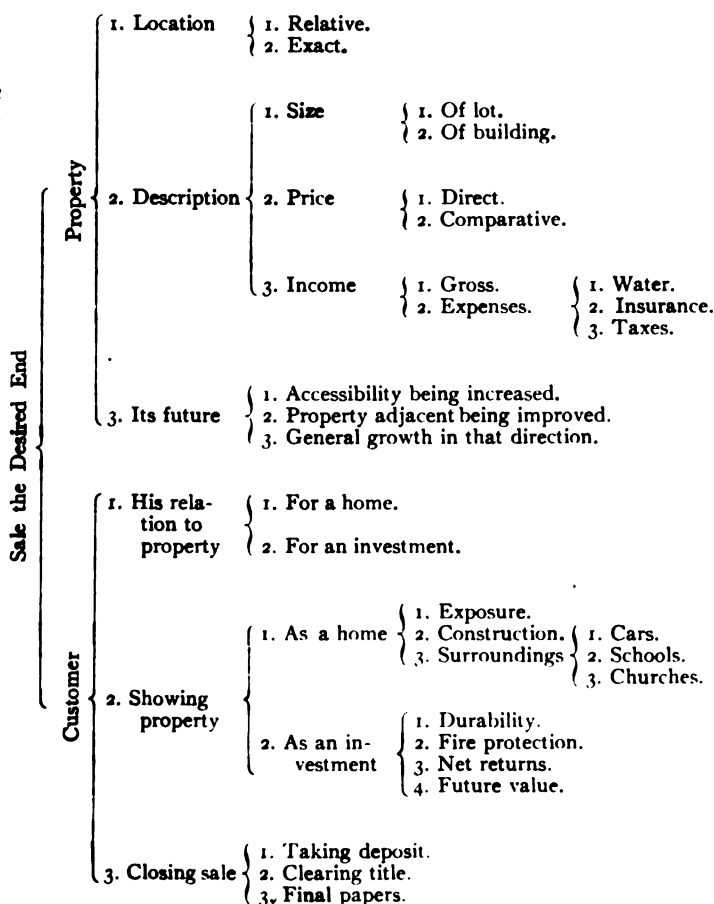
A week later, Fassil came in and paid his account in full.

"I've got the cash with more than half my orders since you told me how to do it," he applauded.

"Told you nothing," smiled Socratic. "You knew how all the time, only you couldn't think of it."

## Analysis of Sale of Lot

BY A SHELDON STUDENT



# Get Out of Your Shell

BY C. M. FALCONER

Reprinted from The Baltimore Area Club Bulletin

**I**T is a good thing for us to cultivate our sensibilities—the heart or soul qualities of our nature—because we thereby gain in the power of *making friends*, than which there is no more necessary part of our equipment for the winning of genuine and permanent success.

Confidence is the basis of trade, all right; but confidence without friendliness is as dead as the proverbial door-nail.

We are creatures of impulse far oftener than of reason; and, when all's said and done, we do what we do, including the buying of goods, because it pleases us to do so.

Cultivate the power to please, and watch your sales increase.

What, then, is a friend? Let me tell you. A friend is one with whom we feel at ease, with whom not only can we be natural without fear of unkind criticism, but in whose presence it seems natural for us to be at our best.

We all go armed, because life is a constant struggle. True, we have discarded the heavy offensive and defensive arsenals of our ancestors; but we still wear a shell around our real selves and seldom allow even those closest to us to touch more than our artificial exterior.

We were not born with this impediment. As children we had great power to enjoy and to suffer, and well do we remember with what feverish haste we set about "protecting" ourselves from the assaults of an unfeeling world. Most of us, unfortunately, have overdone it; we have imprisoned our spirits in a living tomb of hardest adamant, which, while it protects us from hurt, at the same time keeps us from much happiness that might be ours.

When we made our first trip "on the road," we were either afraid of rebuffs or else we keyed ourselves up to a false and unnecessary pitch of watchfulness, lest we be taken advantage of in some way.

Young salesmen are prone to doubt every man's honesty and sincerity; they are commercial Ishmaelites, with their hand against every man and every man's hand, to their way of thinking, against them.

In time we outgrow this false idea; we see our fellowmen as members of a great family, with higher things at stake than the mere personal advantage of any one of us, we learn the lesson of co-operation, the spirit of "all for one and one for all." This is idealism, although it pleases our pride better to call it enlightened self-interest.

What to do, then; how are we to make friends?

The recipe is simple—be friendly.

Disarm yourself of unkindness, distrust, narrow-mindedness and selfishness, and your neighbor will likewise disarm himself—gladly.

If you have, naturally or by cultivation, the power of reading human nature, use that power not to discover men's faults and weaknesses, either for the purpose of advantaging yourself or even only that you may despise them in your heart; but look rather for their possibilities, that, if it be in your power, you may help them to realize them.

Here is a great truth: Every time you help a person to come just a bit nearer to some ideal he is trying to realize, you have bound that person to you with cords that will not easily be loosed. You have increased his self-respect, you have made him a better man; and in the bottom of his heart he thanks you, though he may never tell you so.

On the other hand, every time you tempt a person to do something which he knows at the time or realizes later to be unworthy, you have made an enemy. He may forgive you, but he cannot forgive himself; and you have proven that you are no friend of his.



# "Just a Commonplace Plugger"

BY LUTHER D. FERNALD

"**Y**OU'RE wrong, Mr. Dobbs, quite wrong," I told him.

Now I'm not in the habit of contradicting a man who spends three-quarters of a million dollars a year in advertising alone; but this was a personal matter.

Mr. Dobbs himself was the person, and the matter was that he had said he wasn't interesting. And I knew otherwise; so I told him so.

They had just been saying a lot of good things about him at the Chicago Advertising Association, where he'd made a talk, and a newspaper reporter had asked him some pertinent questions, remarking that "We're always interested in facts about big men."

"I'm neither a big man nor even interesting," he had remarked as the reporter had gone his way. "I'm just a commonplace plugger. I don't know any man who's had a more commonplace, everyday existence."

I told him he was wrong; and I intend to prove it here.

Dobbs, you know, is the "first advertising man in the land"—that is, he's president of the Associated Advertising Clubs of America; they elected him unanimously at Louisville last August.

That's what he does in his play time; boosts advertising. He's traveled 10,000 miles and spoken in twenty states in the three months since his election.

The real work of Dobbs' "commonplace" life is being sales manager and advertising manager of the Coca-Cola company. As advertising manager he spends \$750,000 a year; and I did know how many millions of bottles of Coca-Cola his salesmen sell each year, but I never was good on big figures.

Now our friend Dobbs began his "commonplace" existence in a little log cabin in Georgia forty-one years ago. That was right in the throes of Reconstruction, and the South was about as badly off as any community ever was. And the Dobbs' were a little worse off than a good many of the rest.

Dobbs is a man who's both self-made and self-educated.

Dobbs didn't go to school, for two reasons: the second was that his folks couldn't afford it; and the first was that there wasn't any school. Once in a while he did get a glimpse of schooling at distant field school houses, which he attended in midsummer or midwinter when there was no farming to do.

## A Man at Fourteen

At fourteen his father's sickness gave to Dobbs all the responsibility and all the work of the farm. He took the job and delivered the goods; and from that time taking the job and delivering the goods became a habit with him. Apparently Dobbs has never gotten over some of these habits of his youth.

In odd moments of his time the fourteen-year old farmer continued to study without books, without magazines, without newspapers; but his mother was his teacher, and Dobbs learned a lot from her that he never would have learned from books.

For four hard years Dobbs ran the farm; and in doing it he built up a sort of philosophy of life which has run through his whole business career.

"I always tried to plow a straighter row and a cleaner furrow than any one else about the place," says Dobbs.

At eighteen he took a change of underwear, \$1.25 from his mother's savings—and his courage—and went to Atlanta to look for work.

He found it in a drug store, working as a porter for the druggist who is now "the Coca-Cola company."

Dobbs ran errands by day and studied pharmacy at night. Then he sold goods in the store. And then he went out on the road—literally, for he drove in a buggy to the country stores of northern Georgia selling drugs and medicines; and that kind of a game was rather different from Twentieth Century Limited travel, or selling automobiles by demonstration.

When the drug company went out of the general drug business into the specialty drug business, it took Dobbs along as about as essential a part of its success as its private formulas. Dobbs was head salesman for the new concern.



### How Dobbs Grows on One

It wasn't all easy sailing, by any manner of means. There were many days when the young drug concern couldn't see anything ahead but failure; and it was at these very times that other people would get after Dobbs and offer him two or three times as much salary and a good deal brighter future.

Your bright young genius of a fellow would have jumped at these chances; but Dobbs was only a commonplace ex-backwoodsman, so he remained loyal to the man he was working for, kept himself optimistic about the final success of his goods—and stuck to the job. He kept plugging along, plowing the straightest rows and cleanest furrows he could, and doing a better job of it every day.

And the "man behind" remembered all this; and so about four years ago he called Dobbs in and made him absolute sales and

advertising manager of the Coca-Cola company. Which is one of the biggest jobs of the kind in the country.

It took Dobbs just twenty years to do it. And yet he says his is a commonplace, uninteresting biography!

When you talk with Dobbs for the first time you wonder how so simple, so plain, so "commonplace" a man ever got such a job as his. Then you find yourself suddenly surprised at something he's said, and you wonder how he ever got ahold of that idea in just those words; he's expressed some thought in about half the words and with twice the effectiveness of most people.

And after a little while you stop wondering how he got his job, and you wonder, instead, if this man will remember you enough to nod to you the next time he sees you.

Just about that time you're beginning to appreciate Dobbs.

## The Profession of Advertising

BY S. C. DOBBS

President of the Associated Advertising Clubs of America, and Sales and Advertising Manager of the Coca Cola Company

**A**S president of the national association I have traveled in the interests of better advertising over ten thousand miles in the last three months. I am endeavoring to set in motion: better advertising, a higher type of personnel in the advertising clubs, and the serious study of advertising as a profession.

### Honesty First Requisite

If the Associated Advertising Clubs of America have any platform it should, first of all, demand honesty in advertising; for no great edifice can be built up without a sure and solid foundation, and no great organization can hope to live unless it has the sure and solid foundation of sterling honesty.

Our object should be the serious study of advertising as a profession; and that advertising man who abuses his calling ought to get out.

We need to unify into one great association every advertising interest, that together we may bring together those allied interests for the upbuilding and promulgation of the

various business interests of this country. We are today looking over the mountain top of the greatest era of commercial prosperity this world has ever known, and advertising is destined to play its proper and important part in the commercial and business activities of the future.

### The Advertiser's Big Congregation

Fortunate indeed is the preacher who is able to speak to 500 people at his Sunday morning service; our great lawyers usually speak to one judge, a dozen jurors and a few courtroom loungers; a college professor rarely addresses a group of more than 100; but the advertising man, through the columns of the daily newspaper, the monthly magazine, etc., appeals to millions. I contend that the responsibility of the high calling of the advertising man is no smaller, no lower, than that of the lawyer, the professor, the preacher and the physician.

More than twenty years ago I was called into the office of the president of the wholesale drug house with whom I was then employed. I was not quite sure whether I

was going to be lectured or fired. When I got into that august presence I was handed some papers and a blank order book, and told to find a sample case in the sample room and go out and solicit business for that concern. I had reached the pinnacle of my ambition; the world held nothing to be desired just at that moment. As I turned to leave the office the splendid business man to whom I owe more than to any other man placed his hand on my shoulder and said: "My boy, you are going out to represent Asa G. Candler & Co. You have all you can do to talk about us—the days are altogether too short for even that; and you will not have time to talk about your competitors. Besides, your trade knows altogether too much about them, any way."

Gentlemen, that was good business ethics in 1888; it is better advertising ethics in this, the good year of 1909.

Advertising is essentially constructive—never destructive; and the true advertising man is always a booster, and never a knocker.

I have taken frequent occasion to refer to one or two great newspapers in Chicago which are big enough, brainy enough, wise enough, to recognize and use other methods of advertising than their own columns. I am glad to see a movement in that direction in every line of advertising. I don't believe that, as a buyer of advertising, I have in twelve months had a solicitor of one particular line of publicity come in and knock another; and the man who has not enough respect for my time and his own than to come into my office and tell what the other medium *isn't*, usually covers up his lack of knowledge of his own medium. We must build up to be successful. The advertising field has no room for the one who goes out to tear down.

We are today setting out on a new field of influence, and the advertising man of today who fully appreciates his opportunity and responsibility has before him a work that language is unable fully and adequately to describe.

## Sizing Up the Other Fellow

BY C. M. FALCONER

THE average man will listen with some respect to a talk by an expert in some science—whether that science be electricity, agriculture, medicine, boxing, biology, photography, or what not.

But let an expert talk to the average salesman on the subject of character analysis, and Mr. Salesman will swell out with pride, as if to say, "Now I can meet that fellow on his own ground, for if there is anything I can do it is to size up my man."

Are you one of that kind?

Probably you are, and probably you are a pretty good judge of human nature. Most salesmen are. If they weren't they would have to look for some other job.

But how do you do it?

"Something seems to tell you," does it?

Well, that is all right, but does that something tell you every time?

Not quite every time, does it?

Now why not? You can read a sign, can't you? And you can read it every time you look at it.

Then why can't you read every human being when you look at him?

Let me tell you why.

You depend on your feelings, and your feelings are at the mercy of every wind that blows—on the weather, on your digestion, on the way the last man treated you. Really, you don't get the truth in that way at all, but only what you expect.

Just shut your eyes. Now could you read a sign? Could "something" tell you what is on it?

Now, just suppose you train your eye to look for the signs that are hung out all over the other man, and to read them. Add to that the skill you already possess.

Is there any limit to what it would be worth to you?

Can you measure in dollars and cents the value to you of the ability to read every man you meet, no matter whether you like him or not, whether you are tired or not, and even before you have one minute's conversation with him, just by looking at him, as you would look at a printed book?

I think not.

And, in order to do that, you have to study the science of character analysis.

You can't depend on "something" to tell you.

# When the Salesman Collects

BY GEORGE H. EBERHARD

**M**R. SALESMAN, do you sometimes get an overdue account against one of your customers from the house, with the plea, "Please get the money"? And are you sometimes puzzled about how to go after that money—and get it—without offending your customer? Are you sometimes tempted to wish that the accounting department would look after its own collections?

The writer appreciates that a salesman cannot be an expert on financial matters; that is, the majority of salesmen.

However, the only part of finances outside of your own affairs, earnings and sales that you have to be fully conversant with is the overdue collection that the accounting department finds it desirable to send to you when they feel that the personal contact will be of mutual benefit in adjusting the account.

As you collect from customers that you sell to regularly and the making of the sale is primarily your responsibility, it seems most reasonable and fair that you should have a chance of adjusting an overdue account when ordinary methods have failed and the accounting department doesn't see a good reason for crowding the customer through legal channels.

You have been instructed by the house relative to credits, its system of handling them and the method you should follow when selecting them, the precautions you should take, etc.

To impress upon you again the necessity of completing the sale so that there can be no question after the sale is made may not be amiss.

Leave the dealer cognizant of everything.

Review what he has purchased, what he is going to pay for it, the terms and all the rest of the detail that surrounds the transaction. A sale made right in the first place very seldom causes trouble afterward and it establishes permanent trade.

And a sale rightly made, credit considered properly, very seldom gets seriously overdue.

Now, to get back to the collections. When you get a statement, don't approach your

customer as though you were collecting your note. Go to the man you sell to and state that the accounting department has sent you the statement, as it occurred to them that possibly there were something wrong.

Assume the attitude and tone of confidence that your customer will pay, that you never had the slightest suspicion that he would try to keep from paying. Take it for granted that the cause is possibly neglect on the part of some of his employees.

You don't have to ask for the money.

Make inquiry as to how it happens that the account should be overdue, and in nine cases out of ten, with such an opening, you will find that you can secure a settlement.

Don't let the debtor just say he is going to mail it. Tell him frankly that an exception has been made and you have been asked to do something unusual. Remind him that it would be better, if he can consistently do so, to let you send in the funds and report the cause for the delay.

In other words, you should be and appear more eager than he is to see that the customer's account is straightened out, and to avoid possible reflection on your trade.

Were the accounting department gifted with the power to write personal letters to overdues that would not be duns, and at the same time get the money, it would not be necessary to bring in the individual, but there are times when customers are so situated and you are convenient that it looks best for both the customer and your future business to pass it to you and enable you to get at the situation clearly and promptly and, if anything, make a friend of your customer.

Your house looks to you to exercise unprejudiced judgment when reporting on such collections as may come to you where you fail to get the money.

If you feel in your own mind after making, as you should, a clean investigation, locally, that there is any possible question, tell the credit department frankly.

It is better to lose a customer of that kind than it is to lose the money.

# Leaves from My Order Book

## Why They Are Discourteous—Obstacles—Selling the Honey—A Sale

BY MORTON MAYNE

### Why Gatemen Snarl

I HAD to wait around the Union Depot an hour or two one night about five years ago. My train was late, they told me, but couldn't be sure just how late, as it was storming like Medicine Hat let loose, and the wires were down. So I just had to stay there until she came.

At first, the light being too dim for comfortable reading, I amused myself by studying the people around me. It was rather interesting to see how the different ones met their fate when they were told that all the trains were late, and no one knew how late. But soon, I forgot everybody else and gazed in fascinated amazement at the uniformed man at the train-shed door.

Over and over and over, at the average rate of about five a minute, people came up in all states of mind from stoic placidity to violent insanity, and asked him the same old questions.

And he answered them all with unfailing courtesy, smiling pleasantly, and seeming to take the liveliest interest in every one of them.

He wasn't cross.

He wasn't snappish.

He didn't act as he were being bored to imbecility.

He didn't look off somewhere else and mutter unintelligibly.

He didn't act officious, or arrogant, or even coldly civil.

You think that I am telling a dream, and I can't say that I blame you. I rubbed my own eyes and looked several times to make sure.

### A Hard Question

I used to wonder why it was that street-car conductors, depot employes, elevated station guards, and a good many other servants of the public, were so almost inevitably and invariably boorish. But here was one that was a perfect gentleman—and at a time when the public was at its frothing worst! Then discourtesy wasn't compulsory!

I went up at various times while I was waiting for my train and asked questions

myself. It was a rare experience, and I wanted to make the most of it. Besides, he seemed to take so much delight in answering fathead queries that it seemed too bad not to keep him at it.

And then my train came in, and I started off on a long trip. I didn't see the Union Depot again until just the other day.

The first thing I did when I got off the train was to go and look for my polite gateman. Greatly to my disappointment, I couldn't find him. All the others were there, as of old. And as of old, they were brow-beating, berating, disdaining, chilling, or ignoring the public, according to their several tempers.

"When does the next train go to Springfield?" I asked the likeliest looking one of the lot.

"I don't know any more about it than you do," he snapped, not looking up from the paper he was reading.

### What Becomes of the Courteous Ones

Just then a man passed through the gate and climbed aboard a private car standing on track Number One. He was my gateman.

"Who was that?" I asked the surly fellow with the newspaper.

"That," he said, sourly, "that is one of the luckiest boys that ever worked for the company. Five years ago, he was a gateman, right where I am sitting now. And there he sits in his private car, one of the officials of the road, with a big salary and bigger prospects. He's a pet of the Old Man's. Jumped him right over the heads of thousands that have served faithfully for years."

And as I walked away, a great light broke over my bewildered senses.

"Now I see why these fellows are all so impolite," I said to my subconscious. "The courteous ones get promoted."

### Salesman or Watchdog?

Reflecting on this thought, I returned to the waiting room to while away the uncertain time until the next train left for Springfield.

As I wandered about, my eye was caught by a little book displayed for sale at the news-stand—at least I took it for granted that it was for sale. I had heard of this book, or one like it, and had made up my mind that I would buy one at the first opportunity. So I picked up a copy and began to examine it to make quite sure that it was the one I had in mind.

"Looking for something?" asked the attendant, suspiciously. I sized him up.

Middle-aged, sour, unkempt, he gazed at me malevolently.

I had evidently made a mistake. These things were not for sale, but were someone's private collection. And this watch-dog had been placed on guard.

I hastily laid the book down, tremblingly begging his pardon. No, I wasn't looking for anything—not at that stand.

"This stock gets handled enough; that's why I called your attention," he snarled.

Of course I know that people waiting for trains, and with time hanging heavy on their hands, have to be restrained or they would paw over the stock in trade of that news stand until it became a soiled, disorderly and unsalable litter. On the other hand, every salesman knows that one of the best ways to get favorable attention is to let the prospect actually handle, smell, hear, and, if possible, taste what is offered for sale.

This attendant had two duties. The first was to sell as many goods as he could. The second was to look out for that stock.

And he might have done both, at least in my case, if he had put a little of the oil of human kindness on his vocal chords, and a little of the light of good cheer into his eye. It wasn't what he said that drove me away, but the way he said it, and the look he gave me. Of course, his second remark was ill-natured, uncalled-for, and would have spoiled the sale, no matter what his tone of voice. But he needn't have said it. I had already begun to back away.

#### **A Reason for the Middle Aged Failure**

If he treats others the way he did me, that fellow's customers must be either people of fortitude and determination, or too indolent to walk to the other end of the waiting room, where they will find the same line of goods for sale by a real saleslady—with the accent on both parts of the word.

She not only made me feel perfectly welcome to look as long as I wanted to, at the book I afterwards bought, but she talked to me a little about it—which led her, in a perfectly natural way, to refer to some other books she had for sale there. She showed me these just as if she had been hostess in her own home, showing something of interest to a caller. And I bought two of them. Our conversation then drifted easily to articles along similar lines in two of the latest magazines—and I bought the magazines. Just then the train for Springfield was announced, and I had to run.

There is always a reason why a man reaches middle age without getting any higher up life's ladder than attendant at a news stand.

\* \* \*

#### **Wage-Workers and Obstacles**

ONE of my customers in the Middle West is putting up a new building.

He is a successful business man who has fought his way up from the bottom by sheer force of ability and persistence.

When I called on him the other day, he was deep in his work. "Come along over the new place if you want to talk to me," he said. "I've got to have that place ready to move into by the first of March, and I haven't any time to spend around the office."

So I went.

The foreman of the bricklayers was waiting for my friend when we got there.

"I guess we'll have to lay off until Monday, Mr. Duncan," he said. "We've run out of cement."

"Well, why don't you get some more?" asked Duncan, wonderingly.

"I did order some, but Allen's teams are all busy, and he can't get the stuff here until late Saturday."

Without a moment's hesitation, Duncan stepped over to a man that was unloading sand near by.

"Hello, Corrigan," he called. "You going to be busy the rest of the afternoon?"

"Shure Oi am," was the reply. "Oi've got to put foive loads of this purty sand roight on this shpot be noight. And the ould sun goes down in the middle of the afternune these days, begob."

"But we've got sand enough here to last us a couple of days, and we're all out of cement. You go down to Allen's and get

me a couple of loads of cement this afternoon, and I'll add a dollar to your check Saturday night."

"Oh well, that's a gray horse of another color, Mither Duncan. Ye'll git your cement all right, all right, and thank ye koinldy."

And he drove off after the cement.

No sooner had he gone than the carpenter foreman came up with his tale of woe.

"We can't get those joists set by tomorrow night, Mr. Duncan," he whined. "We've been hard at it all day, and we are only a quarter way across now. That work goes slow, and you can't rush it."

"Let's see," asked Duncan, going inside. "Well, no wonder you don't make any progress," he said, the minute he saw how things were going. "Take these two men you've got handing up timbers down to the other end, and let them begin there. Then have those two boys hand up timbers instead of knocking that old scaffolding to pieces. That can wait. One boy at each end can hand up timbers as fast as four men can set them."

And that was done.

#### **They Give Up too Easily**

Then he speeded up the cement-floor men in the basement by having them slide the concrete down a chute instead of wheeling it down a plank; hurried up the roofers by sending away a couple of idlers who were visiting with them, and stopped the plumbers just as they were picking up their tools to go home because their gasoline torch had broken down. He had a torch from his own tinshop there by messenger inside of five minutes.

"What object have these fellows in trying to delay your building?" I asked, as we walked away. "Are they getting paid by the week, and trying to make the job last?"

"Oh, no. Most of them are working by the job, and it's just as much to their interest as it is to mine to get the thing complete p. d. q. They are like nearly all other wage-earners—whenever they see a little obstacle, they give up and lie down. They lack initiative. The man who knows that no matter how big the difficulty in his path, there is always a way under it, or over it, or around it, or through it—the man of initiative—doesn't stay in the wage-earning class long enough to do the employers of

that kind of labor very much good. He very soon becomes an employer himself."

\* \* \*

#### **Selling a Carload of Honey**

**S**LAWSON is a friend of mine in California—and a good fellow in several delightful ways. Also, Slawson is on the high road to several delightful kinds of success. Some of the reasons for this can be found in the various ways in which he knows how to make himself solid with most of the human folks he meets. Some of the other reasons will be brought out in this little incident in Slawson's interesting career.

About five years ago, Slawson, who had been holding his feet under a roll top desk more hours a day than was conducive to physical joyance made up his mind that he would go on a vacation "back East." So he tossed the keys to his desk and the combination to the big iron-clad strong-box to his chief clerk and straightway forgot that he had any business.

But he didn't forget that he needed money as well as a vacation. So he went out and bought a car-load of honey—California sage-brush honey—to take to the loved ones at home. You see, honey can be bought in large quantities for comparatively small prices in California. And sage-brush honey is palatable—so palatable that it brings a high price "back East."

So it came about that Slawson landed in Minneapolis, where he had a lot of friends and relatives, with about fifteen tons of honey, which is some sweetness for one man to be carrying across half the continent.

#### **The Commission Men Guess Wrong**

Now the Brilliant Idea that our friend had brought to the Twin Cities, along with his fifteen tons of pancake lubricator, was to sell out to a commission house, pull down a bulging profit, and spend a joyous six weeks with the folks, happy and careless. But the commission men had a Brilliant Idea that matched his. They saw how he was fixed. They knew that he would have to go back to California pretty soon. So they set out to take that bulging profit to themselves. After they had quoted him the best price that they could pay, "considering the state of the market, the unusual size of the consignment, the unpopularity of sage honey, the cost of storage, etc., etc.," after the time-

honored manner of commission men, he figured that he would just about break even on the deal, notwithstanding the high retail price of honey in Minneapolis.

And that is why the commission men, straining to get more than was their due, and not sizing up my friend Slawson correctly, lost not only the reasonable profit that they might have made, but gave aid and comfort to a strong competitor, who obliterated their honey market in that neighborhood for months. Slawson had more than a drop or two of fighting blood in his healthy circulation. When the commission men stood pat, he just rented a vacant store in a good locality. Then he bought some choice space in the local newspapers, in which he just made people's mouths water for that California sage honey. A sensational window-display helped some. And thousands of people in the Twin Cities laid in their winter supply of honey, cleaning out the fifteen tons, and dropping a neat profit of two thousand dollars into Slawson's pocket for vacation spending money.

\* \* \*

### Williams' Stratagem

**W**ILLIAMS is a salesman. I mean that he has studied the science that underlies the sale of goods for profit and knows how to use what he has learned.

One night Williams took me with him to call on two brothers—Richard and Henry Yates—in a town out west. He went to their home because it was impossible to see them both at one time during the day, and Williams wanted to make them a sale.

The brothers greeted us cordially, and Williams was soon down to brass tacks, putting up as straightforward and logical a selling talk as I had ever heard. It took him about half an hour to present his case. Then he got out his blank contract and started to fill it out. The sale was seemingly going through like a barefooted cat.

But when the time came for the autographs, Williams sensed a hitch. One of the brothers, Richard, was sold, and said so. The other, Henry, put his ears back and began to show signs of balking. Without giving him a chance to declare himself, Williams swung easily back to a point that had impressed the obstinate Henry, enlarged on it a little, and then came back to the blank. This time the prospect took the bit

in his teeth and bolted. In a curt little stump-speech he told why he wouldn't buy. I could see that he had dodged the issue—that he hadn't told his real reason. Williams saw it, too, and began to draw out his man. So tactful he was that he soon knew just where the trouble lay. In about three sentences he pushed aside the objection, then took up another strong point in his proposition and drove it home. The blank flashed up again. Then Henry came out blunt: "I can't buy now—that's all."

"Can't?" asked Williams, jokingly.

"Well, then, I won't," said Henry, smiling at the way Williams had caught him.

### The Law of Non-resistance

"There, that's more like it," said Williams heartily. "Now I know where to find you."

And with that he gathered up his samples, put his blank contract back in his pocket, reached for his hat, and said, "Well, Mayne, I guess I'm through here. Let's be going."

I was a little surprised, because I knew that Williams died just about as hard as a snapping turtle. Just as we reached the hall door, my friend stopped before a fine oil painting on the parlor wall. Still saying his good-byes, he walked up closer to examine it. And he looked until Henry said, "That's a genuine Whistler, Mr. Williams."

"Well, I thought it was either a genuine or a wonderful copy," replied the salesman.

And with that they began to talk art. Henry had several more valuable paintings, and showed them with a fine enthusiasm. Then it developed that he was a booklover, and we spent about an hour looking through his choice library. It was a treat.

At last we were at the hall door again. We had shaken hands and our hats were on when suddenly Williams turned to Henry and said, "Don't you think it is too bad, Mr. Yates, that your brother has to go without these things he wants so much, just because you *won't* buy with him? And I think you are convinced that it would be to your advantage, too. Here is the blank—just sign on this line, please."

And Henry, his stubbornness all melted away, signed up like a little man.

Afterwards Williams told me that he had taken note of the books and pictures when he first went in. He had also sized up Henry as the art-lover, and had decided to use the fact if necessary.

# Coaching the Roofer

How C. H. Lippman, Advertising Manager of the Genuine Bangor Slate Company, Created an Educated Sales Force and Incidentally Brought Prosperity to Bangor

BY ARTHUR W. NEWCOMB

**B**ANGOR was blue. Its five thousand people couldn't see, for the life of them, what the rest of the country was jubilating about. "Talk about prosperity!" they said, in tones of vinegar and wormwood, "we saw a tintype of it when we were children. But the memory has faded. We wouldn't know it now if it were staring us in the face."

And that was absolutely true. Prosperity was staring them in the face, and they did not know it.

Now Bangor ought to have been one of the most prosperous little cities on the map. And she would have been except for the long, weary time it took her to learn that the man who said "Competition is the life of trade" didn't propound a universal principle.

You see Bangor is in Pennsylvania, built on the edge of one of the world's greatest and finest slate quarries. There was wealth, right at their very doors. All they had to do was to dig it out and sell it. And yet Bangor was poor because there was too much competition in the digging and selling of the slate. Each of the operators wanted to sell more than the others, and, instead of boosting his product and building up his sales organization, as we all know how to do now,—dear me, no one in these days would *think* of anything else!—he weakly cut prices.

Well, the price-cutting sold a little slate, but the operators were running behind all the time, which made them feel peevish and unkind, so that wages were down at about the starvation point. And this made the people of Bangor, all of whom were dependent upon the slate industry, feel disconsolate, as I have already hinted.

And then prosperity came. At first they did not know it had arrived, but that genial visitor has a way of making itself known. It is there now to stay. All of which is quite a story, with a whole sheaf of good, practical lessons in it for others who would like to tempt that welcome visitor in their direction.

## Raising the Price and Prosperity

It all began with the late Robert S. Brown, ten years ago.

It has been carried forward since by his able successor, Elmer R. Armstrong, as the head of the Genuine Bangor Slate Company.

Now, Mr. Brown was a man with a most unheard-of new idea—in Bangor.

He said that Bangor slate was better quality than the average, and that the way to sell more slate was to charge a higher price for it.

Think of that now!

Here were all kinds of other roofing materials, some of them selling for much less than slate, and here were a number of other quarries, selling their product cheaper than Bangor. Business was hard enough to get, goodness knows, with the prices way down where they were then. But what do you know about a man who has a beetle that the way to sell more slate is to raise the price of it?

And the people of Bangor knowingly turned imaginary cranks at the sides of their heads.

But Mr. Brown had a way with him that got results. The Genuine Bangor Slate Company was organized. And the price of slate was raised—made higher than the average of slate on the market.

The people of Bangor held their breath, waiting to hear the drop. Of course sales would drop.

But they didn't. And the increase in price and sales made an increase of wages possible.

Bangor was happy. And is yet.

## A Fatal Combination

Now that is just the outline of the story. To fill in the sketch, I shall have to tell you how Lippman coached the roofer.

You see Mr. C. R. Lippman is the "ad" man of the Genuine Bangor Slate Company.

Mr. Lippman had three big problems to solve when he took the helm of the publicity department of this concern:



First, he had to convince the public, by sheer force of salesmanship, that slate was the best roofing material for any money.

Second, he had to make buyers of slate roofs believe that the quality of Bangor made it economy for them to pay more for it than the average slate.

Third, he had to teach the roofers of the country—through whom alone the company sold its product—something about salesmanship in general and selling Bangor slate in particular.

That was a pretty big contract, when you stop to think how little the general public knows about roofing materials, and how little the average roofer—or any other average man—knows about salesmanship.

But Lippman is white-hot with enthusiasm on the merits of his proposition, whole-souled in his belief in the power of scientific salesmanship—both spoken and printed—and a Sheldon graduate.

This combination is fatal to the man who reads his slate pamphlets.

Why, just between ourselves, I've got no more use for a house than an old maid for a baby-carriage, but these thundering booklets of Lippman's have got me almost to the point of building one—a house, I mean, not a baby-carriage—just so I can put a Genuine Bangor Slate roof on it.

#### Some Gingers Books

Here is an eighty-page book, under the title, "Slate and Its Uses." It is really an epitome on all kinds of roofs, and Lippman modestly admits that it has stirred up the roofing trade all over the country. And he is mean enough, too, the villain, to go and take the words of the makers of all other kinds of roofings—their very own words, mark you—and use them as evidence of the superiority of his own product!

This book is a roof encyclopedia and sales manual to the roofing trade, and is a valuable guide to the man-who-pays-the-bills.

Now I wish that you all might read another little classic of Lippman's which he has called "The True Cost of Things." So many people lose so much, not only in business, but in their own personal affairs, because they do not understand the simple philosophy that is set forth here so forcefully. Let me quote you a little from it:

"The purchase price or first cost of a thing is the amount of money with which

you part to get possession of the article. The cost—the true cost of a thing is the amount of money it "costs you to get the use out of what you purchase."

"For example, if you buy a pair of shoes for \$3.50, *that* is the purchase price. If after wearing them a month you have to pay \$1.50 to have them resoled, you will admit that in the end these shoes will cost you \$5.00, and that it would have been cheaper for you to have paid \$4.00 for a pair that would not have needed repairs so soon."

#### A Two-Fisted Problem

But it is in his school of salesmanship for roofers that Lippman has made his great hit, and that is really what I started out to tell you about.

Right here is where we touch on one of the greatest problems the manufacturer has to face in making a success of his business. All over the country they are protesting lustily that the weakest link in their whole scheme is in the man whose task it is to close the deal with the customer.

How would you like it yourself? Suppose you had spent a quarter of a million dollars a year in general publicity. Suppose you had been carefully educating the public up to demand your product and to be willing to pay more for it than the average price because they believed it to be better. And then, of course you had sent out your salesmen, who had placed the goods where the public, after having been so carefully and expensively educated, could buy them.

Now everything is ready, and you are going to begin to get back some profit.

Here come the public to the retailers, the roofers, the cement-workers, the contractors, the painters, the tailors, the dress-makers, the saddlers, or whatever class of dealers is handling your product. The public has had its attention called to your goods, its interest has been aroused, its desire kindled to a certain extent, all by your advertising. All that remains is to close the deal—to bring about action and take the money. Yes, that is all that remains to be done. But that is the most important and one of the most difficult parts of the sale, as any salesman well knows.

And who is going to do it?

You never saw him. You never heard of him. For all you know, he may be half-

witted, partially paralyzed, blind in one eye, and with an impediment in his speech. He may be the half-baked employe of a careless manager. He may be a shrewd but short-sighted man with something else "just as good," on which he can make a little more immediate profit. Or he may be a clean, clear-eyed, energetic, judicious business builder, fully grounded in the principles of salesmanship, and thoroughly equipped with all the talking points of your proposition.

But you can't be sure which.

And the way human nature runs, he is very likely to be a great deal less than you would like to have him be.

What are you going to do about it?

It is a vital question—and one that many a big advertiser shakes his head over.

#### **A Sugar Coated School of Salesmanship**

Now I do not mean to stand up here and tell you that this live man Lippman has given a full, final and complete answer to it—one that spreads over the whole problem, fills up all the holes, smoothes out all the jagged places, holds together all the broken pieces, and folds neatly over the edges. But I do ask you to look and see whether he hasn't done something that will throw a little light on the particular angle of the puzzle that is cutting ugly gouges in your profits.

Here is what Mr. Lippman is up against:

The Genuine Bangor Slate Company sells its product exclusively to roofers, so it is to them that the company must look to close the deals that make the profits. But the average roofer is a mechanic—and usually a good one—and he has not given much time or thought to salesmanship. If Mr. Lippman were to suggest that they take up a study of the science, or to let them know that he was teaching them salesmanship, they would shy at the magnitude of the task. So he sugar-coats the dose in the form of a house organ, which he calls the "Handshake."

And that "Handshake" is a warm one.

Its object is two-fold:

First, to teach, indirectly, the abstract science of salesmanship, and kindle the enthusiasm and energy of the roofer;

Second, to give him the selling points of Bangor that have been manufactured and polished in the arsenal at the home office and tried out on the firing line.

Now there's a job for a big man. And there's a big man on the job. Let's look at some of the things he does.

I could dig in most anywhere and find something good. For instance, Mr. Lippman does not content himself with merely digging up arguments. Each argument is clothed in various forms with words and illustrations to suit the variety of minds to whom they are presented.

Here is a little selling talk on slate roofs, for the use of the roofer, especially cut to fit the case of a banker: "A roof of Genuine Bangor Slate is a good investment. It will bring dividends in the shape of money saved, satisfaction and fire protection. It compares with flimsy roofings just as gilt edge bonds compare with wild cat mining stock."

The same argument is put before jewelers this wise:

"You wouldn't want to handle watches, no matter how good the works, if the cases had to be renewed every few years in order to protect the inside. A roof of Genuine Bangor Slate means to your house what a solid gold case means to your watches."

The "Handshake" is also filled with humor, but only to illustrate a point. For example: A photograph of a piece of slate taken from stock and punched full of holes without cracking is used to demonstrate the strength. This is accompanied by this story:

"Jones and Smith were settling a misunderstanding with their fists. Jones, the stronger, dealt out terrible punishment to Smith, to whom he finally said with a tone of pity: 'Well, I guess you are whipped.' But Smith was game. He kept on fighting and answered with panting breath, 'You knocked h—— out of me, but you can't lick me.'"

This piece of slate could say the same to the punching machine.

In order that the roofer may not be confused by the wealth of arguments with their variations to suit individual cases, every twelfth issue contains an Index.

#### **Ready Made Talking Points**

One issue contains a novelty in the shape of a "Reading Time Table," showing how few minutes it takes to read the various chapters in the Roof handbook, and that their literature enables anyone thoroughly

to inform himself on any kind of roofing within fifteen minutes.

Naturally the roofer gets "prop-ups" in nearly every issue on the price question. The variety and number of angles from which this is presented is surprising.

Every number also urges the roofer to make use of the Company's advertising and sales co-operation to the fullest extent, and to make it still more inviting, a printed return post card is attached to the cover. All the roofer has to do is to check off the quantity of the various pamphlets needed.

How deep-sea analysis will annihilate objections is well illustrated in some issues of the "Handshake."

Slate has always been decried by competitors, and admitted by its makers as a heavy roofing. This charge is not only refuted, but annihilated in this wise:

"A roof of Genuine Bangor Slate Company's slate weighs only  $6\frac{1}{2}$  pounds per square foot. That is only three-quarters of an ounce to the square inch—about the weight of an ordinary letter, such as you send for two cents postage, distributed over a surface more than twice as large as a postage stamp.

"Now, Mr. Home Builder, would you call this heavy? Would you want to live under any roof frame that couldn't support the weight of a letter set on top?"

This is for the consumer, the layman. The same argument was dressed over for the architect and the roofer like this:

"The municipal building codes require a roof frame to stand a minimum strength of 50 pounds, average, per square foot for "wind pressure" or "snow load."

"In other words, the roof frame that cannot carry over eight times the weight of slate is not considered safe enough to live under."

To the roofer this is presented with this additional suggestion: "When you tell this to the owner you prove to him that—

"First: You know your business.

"Second: The paper roofing people do not—or else—

"Third: They don't care how unsafe your house would be.

"Fourth: But *you* do.

"Fifth: Genuine Bangor Slate Company's slate is not a bit too heavy."

The appeal here, as everywhere, is to the roofer's self-interest. That's the only way to get him.

And there's *the* point of contact in all advertising, salesmanship, letter-writing, and booklet-building.

Show the other fellow what there is in it for *him*.

### The Folly of Price Cutting

An argument in one of these little "Handshakes" throws this somewhat new light on the question of getting a profitable price:

"The man who expects you to cut the price practically testifies that:

"He is not willing to give you a man's full wages for a man's full work, or

"That your work or your goods are not worth it.

"When you explain this, your prospective customer will say that he never thought of it in that light; that he does not want to be guilty of dealing unfairly with you. He will be put on the defensive (which, of course, must be done diplomatically) and most likely will pay you the figure you ask.

"To the man who offers to cut the price, it is a step downward, even if he does land an order. It is an admission to the public and to himself that he does not think his goods or his work are worth a full and fair price, consequently must be inferior. This works a dangerous injury to his self-respect; without which no man can prosper. It works a dangerous injury to his business reputation and makes it difficult, if not impossible, to get full price on other occasions. The world takes every man at his own valuation. If he doesn't consider his goods and services worth full value, the community will come to consider him in the light of a 'cheap John.'

"Nor is the business thus secured, much of a consolation. Cut price means cut profits. And when the cheap job gives trouble, the owner won't remember the few dollars saved on the original price."

### Making the Competitor Testify

A very forcible method of putting up arguments on the value of Genuine Bangor Slate Company's slate is to make competitive goods furnish them, as, for example in the following:

"Metal roofings must be coated with mineral paint. So say the makers.

"Composition or Ready roofings are protected with a layer of pebbles or gravel, or some other mineral. So say the makers.

Pretty good proof that the real weather-proof roofing must be a "mineral through-out" material with no combustible ingredients, no layers to come apart, no pebbles to drop or wash out from rain, wind, heat, cold, etc.

Roofings that need paint are eliminated this wise:

"Any roofing that needs painting is really not a roofing. It is the paint that keeps the weather off. The roofing merely serves to carry the paint, just like the canvas of a painting."

Every sales manager knows that there is always occasion, even for the most self-confident, to use "Spine Stiffeners."

The self-respect and importance of their roofer customers is buoyed up by such preachments as, for example, the following:

"If you doubt the importance of the roof and the roofer, try to realize what would happen to your home, to all homes—to all civilization—if there were no roofs?"

Well, those are just a few samples. To appreciate them, you have to remember that their effect is cumulative—that the company keeps piling up the arguments on the roofer day after day. It is always something new, always something interesting, and yet it is all for the sake of the same old general principles.

#### What Is Doing?

And what about results? All this is nothing to you unless it gets something done.

Well, here is an extract from a letter from one of Lippman's students in this sugar-coated school of salesmanship:

"If all the manufacturing concerns would do the same as you are doing for the slate trade, we think it would be better for all concerned, and would not only increase sales, but would form more friendly feelings between the manufacturer and dealer. We feel under obligations to you for the good you are doing to the trade, and think you are entitled to our orders for slate in the future."

Another:

"As you have done a great deal for us, we feel that we should favor you with an appreciation. Please ship us——" etc.

These monthly talks are written in such an interesting way that makes the reader feel sorry they are so brief. They have caused wide-spread requests for them in all lines of business and from all parts of the country.

The company has recently entered upon the more difficult task of treating architects in the same manner through a second house organ called "Roof Salad." Its mission as explained on the front page is to be a "Refreshing Dish of (more or less hefty) roof facts (with a dressing of more or less zesty fiction.)"

This publication has proven an immediate success, and brought forth many favorable comments from the architectural profession, including the statement frequently heard about the "Handshake:" "Pity there isn't more of it."

## Your Destiny Calls

BY GLENWOOD S. BUCK

ONCE upon a time, long, long ago, when the world was more than twelve hundred years younger than it is now, and when the merry men of England were a roving lot of liberty loving barbarians, there lived a timid man by the name of Caedmon. His daily and humble work was the tending of cows. He lived high up on the dark cliffs of Whitby with a band of hooded monks who had built themselves a comfortable house of gray-stone, overlooking the gray Northern sea. These monks owned the cows which Caedmon tended. The house they built was one of

the first monasteries on English soil. The cows, the monks, the house are gone and forgotten, but Caedmon still lives, for from his lips flowed the first English song.

It was recorded that when he was an old man, Caedmon had learned nothing of the art of verse-making, and at the feasts and merry makings when all agreed for glee's sake to sing a song in turn, he no sooner saw the harp come towards him than he rose from the board and turned homewards. Once when he had left the feast and had gone to the stable where he had charge of the cattle for the night, there came to him

in his sleep, one who said, "Sing, O Caedmon, some song to me."

"I cannot sing," he replied.

"However that be, you shall sing," said the vision, and vanished.

In the morning Caedmon consulted his friends, the monks. They agreed that heavenly grace had been conferred upon him and bade him sing to the vanished vision. Timidly and reluctantly he obeyed, and the result was the first great English poem.

Out of a cow stable came English literature. It was born in the heart of a gray-haired cowherd.

Out of a manger came the gospel of love. It was born in the heart of a humble carpenter.

Out of stables, fields, workshops, stores, offices comes the new salvation. It is being born in the hearts of those that love genuineness. It is demonstrating the real advantages of simple honesty. It is forcing us to see that the redemption of the world must begin in our very own hearts—yours and mine.

Caedmon the timid, became Caedmon the poet, the father of English letters. Jesus the humble, became the Redeemer, the Great Teacher whose precepts are only now, after nineteen hundred years of misunderstanding and abuse, getting stripped of cant and supervision, to become potent and personal factors in every-day affairs.

It is not to No. 26 Broadway that we may look for a new Messiah. The world's saviors have come from humble, honest places. In some obscure workshop perchance another timid Caedmon may only be waiting encouragement to become the singer of a new song, the founder of the movement that shall make the Christmas spirit perpetual.

Timidity is a sneaking coward who has robbed the world of wealth untold. Many, many Caedmons have gone to their graves waiting for the call to "Heavenly grace" which never came.

It never came, because it was always there—and here. It is in your heart and mine. It is in that tool which you just now had in your hand. It is in this pencil. It is everywhere and anywhere. It needs but encouragement and a chance.

Watch the boy who is blacking the stoves—he is the arriving man. Your encouragement withheld may mean a crime against the world—the loss of a leader, a moulder of the race's destiny. By one act, kind or unkind, you may change the world's history—you may advance or retard human progress.

But it is your own timidity that you must first overcome. It may be keeping you from your own, and the world from what it has the right to expect of you. Open your heart now. Express yourself—through hands or brain, or both. Give forth the best that is in you. Your possibilities are unlimited. The difference between all poets and all cowherds, between the successful and the unsuccessful, is that one has had the courage to overcome timidity and indolence, while the other has been afraid to express himself, afraid to grow.

"The Kingdom of Heaven is within you"—that "Call of Heaven" must come from your own heart.

If there is a hell, it is a place where we may look back upon the opportunities lost—heavenly calls unheeded.

At twenty and seventy our opportunities are here and now. We have but to reach out and claim our own.



# Something New in Business Literature

[The "How" and the "Why" of the Retail Store, Handled from a Different and Authoritative Standpoint]

BY B. C. BEAN

AS far as I know there is nothing else like it in all business literature. "Success in Retailing" (Butler Brothers, Chicago, 1910) is the only serious attempt I know of to tell the beginning merchant how to get started and how to manage the store, stock, sales and advertising, after the business is once under way. All the usual "bunk" accompaniment of things of this sort has been squeezed out—and only the fundamental and vital things are left—just the sort of things that ought to have been told long ago—just the sort of things that every merchant should know—be he an old hand or new in the field.

While the book deals with the Variety business primarily, it has so much of interest and so many valuable helps and suggestions for almost any merchant in any line that it is bound, I am sure, to become a textbook for merchandizing in general.

In "Success in Retailing", a vast fund of exact information has been tabulated and arranged to fit the retail merchant's needs—hopes—surrounding conditions.

Nor have the result-records of the institution of Butler Brothers alone been drawn from. The experience of thousands of retailers who are selling Butler Brothers' lines has been drawn upon as a basis of information and inspiration. The result is that the 192 pages of text, and the 30 pages of illustrated matter give to the retail merchant a fund of exact business information of greater value than the stock in his store.

## Learning from Mistakes

Mistakes!—what they mean to business! And how many places there are that the retail merchant can make them! No surer method of doubling profits can be found than to do right what has heretofore been done wrong. The merchant who misses the mistake method of losing profits is making money negatively, even if he does not use any of the positive, red-blood methods here so freely laid before him.

One of the first mistakes a variety merchandiser can make is that of wrong loca-

tion. It is one of the attractions of the business that a man can always find a place in which he can make a success. There are as many different classes of opportunities as there are kinds of men, and when the right man gets in the right town, there is bound to be a quick union of satisfaction and profit.

"Success in Retailing" gives the man who would combine ability and opportunity the methods by which the right man can get in the right location. Not only that, it offers him the free use of the extensive "reaching-out" facilities which are at the immediate command of Butler Brothers. Here the first chance for failure is headed off, and is replaced by a sure and profitable start.

The second chance for failure in business is in putting in the wrong stock. This may be done by buying goods that are not suited for the local trade, or by loading up too heavily on right goods.

"Success in Retailing" has no theory as to what a man should buy, it merely presents him with the facts—what kind of a stock and how big a stock has made others money under the same conditions. It is to the advantage of the Butler institution that the newcomer in business shall not overstock, but learn to turn his small stock quickly, and to form automatically the habit of ordering his supply regularly and often. So he is saved from tying up more capital than he can spare, and is given the pleasure of seeing his business expand from week to week.

Perhaps the next point at which the variety man can fail, is in the slowness or rapidity with which the stock moves. Stock now can be made to move as though by a mathematical formula. But if the retailer does not know this formula, there is not much chance for him to "get the answer"—steady profits.

## Brass Tacks

Here is given not only the formula of making the goods move, but also figures as to the relation of the goods on hand to the capital that the retailer has; the ways to attract

trade by the thousand special devices, which the Butler institution has found worthy; the right means of getting rid of the few stickers which are bound to glue to the shelves—even where the stock is rightly selected and managed.

In a stock which comprises a large number of items scattered over a large area, there is a greater chance for wrong display than in the ordinary stock. In fact, it is almost a truism that a variety stock can be wrongly displayed in more ways than any other merchandise stock in existence.

"Success in Retailing" may well be called a textbook on display; in fact it is difficult to see how a variety retailer could fail in business were he to liberally disregard all other "how-to" methods of which the pages are full, did he but follow the exact methods in display as advocated by this business text.

Besides the specific business methods given, there is a conservative hammering home of the incidental facts necessary to success. A stock of merchandise is open to the inroads of depreciation and dirt twenty-four hours of the day, and the many admonitions to keep the stock as shining and new-looking as when first unpacked from the box, are tactfully and diplomatically to the point.

A reason for the combined thoroughness of treatment and forceful accuracy of pre-

sentation in every page of "Success in Retailing" comes from the fact that the work bears the characteristic impress of Mr. G. S. Buck. I can conceive of no surer method of getting the plans and blueprints of business than to do exactly what has been done here—to draw from the Butler hoard of information, with G. S. Buck as a weigher of fact-values and an exponent of the fine art of expression.

On the whole, there is but one criticism of the information contained in "Success in Retailing." This is criticism more of the way in which it is disseminated rather than of the book itself. Instead of being distributed free as it is to the man who is about to go into business, the information should be sold. The price however high would be low—for here is set down the result of a rich and ripe experience—that might cost another years of bitter struggle and many fortunes to acquire.

The book is beautifully bound—it is really as fine a product of the book-maker's art as I have seen in many a day—and is printed throughout in two colors on antique laid India stock. The appendix contains many valuable illustrations of model stores, store arrangements, fixtures, etc.

"Success in Retailing," 223 pages, including index; type pages 4x7½. Published by Butler Brothers, New York, Chicago, St. Louis, and Minneapolis. 1910.

## "What Is There in It for Me?"

BY JED SCARBORO

**I**F your proposition can't be so presented as to appeal first and foremost to the prospect's self-interest, you might just as well drop it and hunt for something that can.

Mutual benefit is the only hinge on which a legitimate business can swing.

The man who isn't more interested in his own affairs than he is in yours isn't worth wasting your time on.

Call it selfishness if you choose, but humanity is built that way, and until the millennium arrives and makes man all over, we've got to take him as he is.

It may sound paradoxical, but the quickest way to loosen up a man's liberality is to appeal to his selfishness.

You may talk to your prospect about your affairs and your desires until your voice box goes dry and your tongue gets tangled in your teeth, but unless you can show him where he comes in with a good fat benefit, he will close up like a jarred clam and let you go away feeling as though you had fallen off the tail board of an ice wagon in January.

Self-interest is the only door through which you can get your proposition into your prospect's confidence and what's the use of trying to break through by any other method.

All this is so obvious that men still continue to overlook it.

# The High School of Commerce

By SOLOMON WEIMER, Principal Cleveland High School of Commerce

**A**LL public education should have much in common. There are certain subjects, or groups of subjects, the knowledge of which is essential to people who live together in a community. This common fund of knowledge makes intercourse possible, and facilitates exchange of ideas. The higher the state of civilization, the larger and richer is this stock of common knowledge.

The formal acquisition of such knowledge is obtained in the public schools; the larger part of it is furnished by the elementary schools. The high school and college, while adding to the fund, are primarily engaged in special or differentiated lines of work.

In the high schools, however, as well as in college and technical schools, there is a common basis on which much of the specialized work rests. The first two years ordinarily are very similar in content. Specialization follows usually in the last two years of the course. As in the case of the schools of applied science, while all courses may be engineering courses, the last two years take up the various branches of engineering such as mechanical, civil, electrical, etc.

The modern trend in education, however, is towards earlier specialization. Special courses are being introduced into high schools and even in elementary schools looking toward vocational pursuits. Hence, we have in the high schools, courses in Manual Training and Commerce, and still more recently in large centers of population, particularly in the east, special high schools for manual training and technical arts as well as commerce. Of course, it is only possible to establish such high schools in great cities where large numbers desire to enter schools of this kind.

Broadly speaking, the activities of man may be divided into four general classes; I, the professions, such as law, medicine, ministry; II, the industries, manufacture, trades, etc.; III, business or mercantile pursuits, and IV, agriculture.

The high schools, as ordinarily conducted, seem to be designed principally to prepare their students for the professional schools

or for college which will furnish the required preparation to the professional school.

## Commercial High School Overdue

Comparatively few graduates of the high schools in the country, however, enter the professions. The greater number by far enter some industrial or mercantile pursuit. This has already led to a revision of the old time curriculum of the high schools and the introduction of manual training and commercial courses which have been in operation for a number of years in first class high schools. But in recent years, a step further has been taken and separate high schools are being established all over the land for the manual arts and the commercial subjects.

Technical high schools and high schools of commerce are springing up in the large cities and are being taxed to their utmost to accommodate the large numbers that seek admission.

The fact is that the commercial high school is overdue. This is attested by the unusually large number of private business or commercial schools in all centers of population.

The public schools were not furnishing opportunities for securing the necessary business training and hence boys and girls of school age were compelled to attend private schools and pay out of their own pockets tuition for instruction in commercial subjects. This seems hardly fair to this class of students when the courses in the high schools offer ample opportunity to those wishing to prepare for college or professional careers.

The establishment of the commercial courses in the high school satisfied in a manner this demand for training in commercial subjects.

## Why Commercial Students Have Quit

The commercial course in the regular high schools, however, has not been entirely successful if it is to be judged by the number of those that are graduated compared to the number that enter upon the course.

Statistics of the commercial courses in the Cleveland high schools, covering a period of eight years, show that from 9 to 15 per



cent only of those who enter this course are graduated from the school four years later. This loss is out of all proportion to the loss sustained in the other courses as the average per cent of graduation including those in the commercial course is 33 per cent. That is, *one out of three* that enter the freshman year is graduated four years later.

Eliminating the commercial course from the regular high schools would raise the percentage of graduation, perhaps to 50 per cent or more.

This excessive loss in the commercial may be accounted for in various ways.

It is said that many take up this course in the high school with the *expectation* of spending but a year and getting a little knowledge of bookkeeping and then dropping out.

Again it is said that the students in this department come from homes where there is no educational atmosphere or environment, and that they lack as a class the ability and the desire to do acceptable high school work.

Then there is the still more likely fact that the necessity of becoming wage earners at an early age obliges them to drop out of school. There is, I believe, truth in all these explanations.

In what way does a high school of commerce offer better opportunities than have been offered by the commercial courses in the regular high schools?

In the first place, the school itself, aside from being a high school, has a distinct aim. It is a school in which young men and women are to be fitted for mercantile pursuits or business careers.

The academic subjects are taught in a way that have special reference to the business application of the principles involved. While losing none of their educational value, by this business bias they have a direct and significant bearing upon future pursuits.

All students pursuing the same line of subjects with slight variations will come to have mutual respect for each other, and their own self-respect will be increased. Being in a high school which ranks in point of work required, and academic value of the work done, with the other high schools of the city, the students will come to take personal pride in their own school. The *esprit de corps* will develop as respect for

their school and its aims will come to be appreciated by the student body.

All this will tend to awaken ambition and desire to excel. The indifferent boy will wake up and become alert. The school as a whole will compete with other high schools in oratorical and debating contests, and pride in their own school, will displace the listlessness of those in the commercial courses, as heretofore constituted, who are inclined to leave to the other classes the honor of representing the school while counting themselves out of the running for competitive laurels.

These results will follow when academic requirements are placed as high as those in the regular high schools. The state owes the young man or woman four years of secondary or high school training, and all proper means should be used to persuade the young man and his parents that it is not only to the boy's advantage but to their own ultimate good that their son should complete the high school course.

This school should appeal not only to those who want to qualify themselves for clerkships or office positions, but to those who desire to enter upon any form of mercantile pursuit, from the humblest clerkship to the management of big business interests.

A college education may be desirable to one who expects to become a business man. But a college education is not essential to business success and there are successful business men, themselves college men, who hold that a college education is not advisable to those who are planning a business career.

These men, however, recognize that a good academic or high school education is most desirable if not indispensable. The High School of Commerce, we believe, will meet the approval—I might say, has met the approval of hard-headed business men in other cities where schools of this type are in successful operation.

Pittsburg, Philadelphia, New York, Brooklyn, Washington, Baltimore, Boston, have each established a school of this type and in every case, they have met with instant public favor. They have not been able to take care of all who apply for admission, so eager are the young to enter a school of this character.

The large number that seek this kind of preparation for life is not surprising when one thinks of the relatively large number in

any community engaged in some kind of mercantile pursuit as compared to the small number in the professions.

The great body of people in any nation must of necessity engage for a livelihood either in Agriculture, Manufacture or Trade. Few men relatively are needed in the professions. The education of the many should be as wisely planned and as well adapted to increase efficiency in their life's work as that of the few.

The High School of Commerce, in the academic as well as in the technical studies, has constantly in view the application of the subjects studied to business pursuits.

The constant aim of the school is to relate itself to the business community. To this end, it will cultivate acquaintance with and seek sympathetic co-operation of the business men of the city. As in other cities, our School of Commerce has the hearty co-operation of successful men in business. These will serve on the advisory committee. Some of them we hope will from time to time appear before the school in lectures or courses of lectures on the organization of business enterprises. The great business community will throw open its doors to class excursions and thus become a vast laboratory wherein the students of the school will see in actual operation the principles of trade that are taught in the school.

Many manufacturing concerns are willing to supply samples of their crude material and the various stages it comes through to the finished product; others will furnish opportunity for the student to make his own investigations and collections for these purposes. In this way, by donation of manufacturers and efforts of students themselves, in time a large museum of instructive products can be obtained at small expense.

In return for these favors, the school will in a way become a kind of employment bureau and will be able to recommend for employment, worthy young men and women when they have completed the course of study.

The school will not cease its interest in these young people when positions have been found for them, but it will seek to follow

up the career of its students, noting their success or failure and giving aid and encouragement wherever possible, while profiting by the knowledge gained of the progress of its graduates in actual business.

While the trend of the school has this pronounced business bias, academic subjects are not neglected. A four years' course in English is provided which will acquaint the pupil with the best English and American writers and will, we hope, give the future business man a taste for good literature which will follow him through life and enable him to turn from exacting business cares to the rich stores of prose and verse which are his birthright, as well as the professional man's. And so in science, mathematics, and history, a good strong course will make him broadly intelligent and enable him to take his rightful place as a useful citizen in the conduct and control of municipal and national affairs.

This high ideal of the new school was in the mind of the Superintendent and the Board of Education when in establishing it, they were careful to call the new school "The High School of Commerce," thus emphasizing the fact that although intended to be a vocational school it should lose none of the academic value of a high school.

The new school by no means wishes to convey the ideas that it will be enabled to turn out "finished business men." It hopes, however, to graduate apprentices who will have some intelligent appreciation of the dignity and importance of commerce and above all to have a just notion of the ethics of business.

We hope that we shall be able to teach the young man that he can succeed in business by being thoroughly honest; that trickery and sharp practice are not only reprehensible but are poor business policy.

We shall aim to impress upon him that his employer's interests are his interests and that he best serves himself by being thoroughly loyal to his employer.

Throughout the course, it will be our aim to impress upon our students that the highest success a business firm can attain is the reputation of honest goods and fair dealing.



# Knowledge and Education

BY W. N. HULL, A. M.

**T**HE word education is derived from the Latin, *e*, out, and *duco*, *ducere*, to draw or to lead. To draw out what? To draw out the powers or qualities of the body, mind and soul—of the body, health, strength, endurance, speed, dexterity, skill, poise, beauty, and other qualities; of the mind, memory, imagination, reason, judgment, tact, order, culture and other attributes; and of the soul, love, faith, hope, earnestness, cheerfulness, honesty, courage, kindness and loyalty.

To develop these and bring them to their highest state of perfection is education.

Education is not knowledge.

Knowledge is not education.

Education comes from the use of knowledge.

Education is synonymous with development.

A man with learning is like a chest full of gold, but education puts the gold into circulation.

Education is the fruit of knowledge.

Education is stimulated by the innate activity of knowledge.

Education pushes knowledge into action.

Wisdom guides both Knowledge and Education into successful issues.

"Show me," says Knowledge. "I will," replies Education.

It takes a life-time to learn how to live but Education moulds and shapes a little every day.

"Let us rest and read," says Knowledge.

"Let us labor and love," replies Education.

Education whips Knowledge into development.

Knowledge says, "See how much I know." Education replies, "See what I can do."

Knowledge may be mere bookishness, but Education is the product of the mill, the shop, the office, the road, the farm, the kitchen.

Much of the world's knowledge is owned by the Professor, but every young man and every young woman may dig out his own education, in his life work, like gold from a mine.

Education fills thrones, but knowledge seeks a convent.

Education would plow, and sow, and reap, but Knowledge would sit in the shade.

Knowledge tells how a thing should be done, Education does it.

Knowledge is on dress parade, Education, always on the firing line.

Knowledge may be proud, arrogant, Education silently enters the contest with his sling and stone.

Education rises early in the morning and calls loudly for Knowledge to get up.

No matter how small the fund of learning, Education begins at once to build.

Knowledge is the inert water, education is the fire that converts that water into steam.

Knowledge acquires but does not use, Education uses and "grows by what it feeds on."

An education that will not bring in dollars is as useless as an autocar that will not run.

Knowledge rests in bowered gardens and in perfumed halls, Education is turning the soil, training the vines, studying the stars and reaching after God.

Knowledge is a memory, education, a hope.

Knowledge soothes and comforts, Education strips for the race.

Knowledge ensconces himself behind mahogany pulpits and burnished railings, Education walks up and down the aisles, shakes hands with men and says, "God bless you."

Knowledge is inclined to sleep after each accumulation, and necessity or the Will whips it into the next activity, but Education is the exuberant child, the restive horse, sleepless, tireless, unbounded and unmeasured.

Education drives the nail; pushes the saw; works the plane; spreads the mortar and lays the brick; deftly handles the bow upon the violin; touches the keys of the piano; bats or kicks the ball; strikes the blow at his opponent; guides the plow; picks, wraps and boxes the fruit; sows the grain; swings or rocks the cradle; faces the ocean wave; stands under the North Star, while Knowledge sleeps, but looks up for a moment to feebly exclaim, "It is well."



## The Philosopher Among His Books

**The Caxton.** Edited by Thomas Dreier. The Caxton Society, Pittsfield, Massachusetts.

Thomas Dreier is saucy, irreverent, and iconoclastic. He bows the knee to no hoary precedent, and swings the censer before no shrine of conventionality. He fears no big noises, and skips lightly over all the traditional barred gates. He carries a gnarled and knotted club for the popular idols and a sharp curry-comb for the hide-bound. He shocks a good many "nice" people, and disturbs sundry dewy slumbers. And he does it all with a smile of such childlike innocence that you just can't get angry at him.

Now all that would be but the frisking of a wanton and mischievous kitten in the cosmic work-basket, and of very little value by itself. So here is another side of the innocent and crafty editor of *The Caxton*. He writes a quality magazine, for quality folks, and about quality folks. He has a great knack of putting his finger on the key that unlocks the mystery of the successful man's success—tells how the man does it so that you and I can understand and go and do likewise. He philosophizes so simply and yet so profoundly that people who don't know how youthful he is take him for a grey-beard. He has advanced and practical ideas about education for efficiency, and knows how to tell about them. And he sometimes gets the favor of the muse and writes prose poems with the beauty of the stars in them.

Add to these things the fact that Thomas Dreier has a delicate but piquant humor, a big Irish heart full of human kindness, an eye that can see much more than it seems to look upon, a host of friends from coast to coast, and a snappy, vigorous style, and you get a little magazine that will not let itself be laid down until you have read it all. And then you go back and read it over again.

Being just a young human who is thinking his way through, Tom sometimes gets on the wrong track and makes mistakes. Some of his philosophy will have to ripen a little more. But he isn't the

only writer who falls short of infallibility. He is in most excellent company in that. But mostly he is right. And that is saying a great deal for a man who writes a whole magazine every month.

*The Caxton Society* clothes all these thoughts and fancies in a form to treasure—soft gray cover with pearl-tinted paper inside, printed from big, generous, but graceful type in two colors, and tied with silken cord. No more artistically printed magazine comes to *THE PHILOSOPHER's* table.

*The Caxton* is still a mere baby among the thousands of periodicals, having been born last October, but already it has lifted up its voice and made itself heard. Our private staff-prophet assures us that it will hustle to the front of the procession with indecorous haste.

\* \* \*

**The Education of the Will. The Theory and Practice of Self-Culture.** By Jules Payot. Translated by Smith Ely Jelliffe. Funk & Wagnalls Company, New York. Price \$1.50.

When a book reaches its twenty-seventh edition in thirteen years and a half, one is compelled to treat it with considerable respect. It does not come in timidly asking for recognition. That is what this book does—comes in and demands recognition as something that has proven its merit in nearly every nation on the globe. The author starts in by telling us of the evils which must be combated in educating the will, and then shows us that there is almost no height which cannot be reached by one whose will has been thoroughly trained to rule the kingdom of the mind. In kingdoms special attention is given to the training of the child who is destined some day to wear the crown. In the kingdom of the mind special attention should be given to the training of the will. This author tells of the importance of athletic exercise, bodily hygiene and of the importance of attention to the common things of life, such as eating and drinking. He discusses idleness, sentimentality, social evils and home relations, while special attention is paid

to the joys of work. Truly this is a good book for a man who is engaged in solving successfully that problem of man-building which each individual must solve in his own individual way.

\* \* \*

**For Girls.** By Ernest Edwards. R. F. Fenno & Company, New York. \$0.50.

This book on personal purity is written for girls under sixteen years of age. It is intended to give them the knowledge of themselves that ordinarily comes to them in harmful ways. Few mothers are wise enough to talk to their daughters about themselves and about those organs which a false standard of modesty has stigmatized as so evil as not to be talked of by the pure minded. This false idea has caused, and is causing much harm. Of course there is no part of the body less sacred than any other part. But there are portions of the body about which special knowledge is required. These, of course, are the organs provided by nature to serve in the observance of that great law: The Law of Self-Perpetuation. This book does not go deep into scientific details, mere giving a plain, common-sense, clean explanation of certain natural functions.

\* \* \*

**Boy Wanted.** By Nixon Waterman. Forbes & Company, Chicago. Price \$1.25.

The world needs men more than it needs anything else. Of course we know there are several million of folks masquerading as men. But the truth is there are mighty few really efficient workers. The author of this volume has written in an inspirational manner for the benefit of younger readers some advice that will help him get their feet on the road leading to Efficiency. He evidently has but little time for what are called heaven-born geniuses, for he quotes many successful men to prove that genius at last is nothing but hard work. The boy who wants to achieve great things cannot sit back and wait for big things to come to him. He must train himself, both his mind and his body, to do in a masterful manner some portion of the work of the world. Boy Wanted is a good book to present to a boy.

\* \* \*

**The Road to Power.** By Karl Kautsky. Samuel A. Block, Chicago. Price \$0.50.

This is a book which points out the value of co-operation. It is written with the idea of helping

Capital and Labor to live together in harmony. An effort is made to show the wastefulness of the present competitive system, and it is pointed out that the old idea of dog-eat-dog is a thing of the past. All the great trusts and big business institutions of the world have proven the truth of this conclusively. This writer would carry the plan of co-operation still farther so that the friction which now exists between capital and labor would be eliminated.

\* \* \*

**Tract Number 3377.** By George H. and Margaret Higgins Haffey. The C. M. Clark Company, Boston.

This is a story of the discovery of oil in Bradford, Pennsylvania, and tells how the folks acted and what effect the sudden riches had upon the simple minded folks of that time. In it is woven enough fiction and color to make the book extremely readable for those who like that peculiar form of English that was evidently not forbidden by law in the early days of this nation. Incidentally one learns of the younger humans of feminine persuasion who did not object strenuously to taking into their arms some of these queer speaking men of money, even when said men inconsiderately married other women before their sudden access to wealth.

\* \* \*

**The Modern Mother.** By H. Lang Gordon. R. F. Fenno & Company, New York. Price \$2.

The three sections in this book are Girlhood, Motherhood and Infancy. The author describes in plain, understandable english the care that should be given the girl up to the time she is married, and then he carries on his instruction until the child is born. The closing chapters are devoted to the care of the infant. Certainly this book should be in the hands of every woman—whether married or unmarried. It deals with heredity, environment, education and schools, the home training of children, the physical development of the body, the position of women in modern life, the detection and treatment of common complaints—in fact the whole subject of the modern mother is treated with penetrating observation from the sympathetic standpoint of varied experience rather than from the narrow one of the dogmatic specialist.



# 3 MONTHS FOR 25¢

## AND YOUR MONEY BACK

We believe **THE WORLD TO-DAY** is one of the best magazines published for the general reader.

Quite naturally you will say that our judgment is biased because we are its publishers, and, of course, every publisher thinks his magazine is the best and the only one worth reading.

While we have back of us the verdict of an ever-increasing list of thousands of subscribers, we propose to put our opinion to a practical test.

### HERE IS OUR PLAN

**THE WORLD TO-DAY** is 15 cents per copy—three copies 45 cents. Fill in coupon and mail us 25 cents in silver, stamps, or any equivalent for the coin of the realm, and we will send you three issues, including our big Christmas number. At the end of the three months, if you are not satisfied that we have given you big value, simply drop us a card and we will promptly refund your money.

We made this same offer a year ago. While thousands accepted, not one asked for a refund. Can more be said?

## THE WORLD TO-DAY

is the one magazine indispensable to every home. While it is a monthly world review designed to keep the busy man or woman in touch with the world's happenings, it has still another mission—to entertain. To accomplish this double purpose it furnishes monthly, not only a complete digest of events, but many attractive articles on timely subjects, written by the foremost men and women of the day.

**THE WORLD TO-DAY** prides itself on its attractive make-up. It is printed in colors, and each issue is made a veritable panorama of the world by the many illustrations (more than given in any other magazine) of noted people, places and events.

The result is a publication that you will seek with joy because you will know in advance that it will afford diversion for the idle hour, and, best of all—something worth while.

**THE WORLD TO-DAY** is the only magazine of its class retailing at a popular price. In every respect a \$3.00 magazine for but \$1.50 a year.

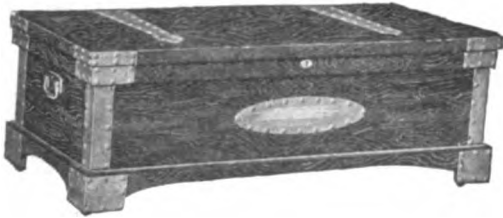
## THE WORLD TO-DAY

67 Wabash Avenue  
CHICAGO

Enclosed please find 25 cents for **THE WORLD TO-DAY** for three months. Amount to be refunded if I am not fully satisfied.

## THE LATEST CREATION IN RED CEDAR CHESTS!

Our No. 6535 surpasses anything previously produced. Handsome in design, will last a life time, and is GUARANTEED TO BE MOTH, DUST AND DAMP PROOF.



### OUR 15 DAYS' TRIAL OFFER

This chest will be SENT DIRECT from manufacturer to you, subject to 15 Days' Approval. If not entirely satisfactory within that time, return it at our expense. Freight PREPAID to any point east of the Mississippi. Don't let the moths, dust and mould injure your good clothes, furs, etc.—it's too expensive,—but protect them with an inexpensive Red Cedar Chest. NOW is the time to supply yourself, and PIEDMONT Chests are the ones to buy—because they are guaranteed. Prices range from \$12.00 up. Write today for Handsome Illustrated Catalog showing many other designs—We've got one just for YOU!

PIEDMONT RED CEDAR CHEST CO., DEPT. 35, STATESVILLE, N. C.

## Do You Want To Work For An Appreciative Employer



¶ Many thousand enthusiastic, intelligent, kindly, healthy, well poised business men read the Business Philosopher—every word of it. It's their magazine—their favorite. From it they get inspiration, help, ginger and business building ideas.

¶ You would like to work for men of this kind, wouldn't you? Well they always need efficient assistants—men who can serve them well and who are capable of earning good salaries. Can you meet this requirement? You want to step up higher, of course. Then advertise to our big family of business men. Put your message in our Classified Columns. The rate is 30 cents a line; 8 words make a line. Now is the best time to act on this. Your chances won't be so good after summer sets in.

SHELDON UNIVERSITY PRESS, Libertyville, Illinois

## The School of Genius

At the urgent request of many of our subscribers the School of Genius has again been incorporated in the pages of THE PROGRESS MAGAZINE as a permanent feature, beginning in the March number 1910. This Department was formerly conducted in "Eternal Progress," the name of which was changed to THE PROGRESS MAGAZINE in June 1909. In connection with this Department will also be conducted

## The Progress Vocation School

It is a well-known fact that more than one-half of the workers of the world are misplaced, or occupying positions for which they are not naturally adapted. No person should be compelled to work where he does not belong. To help toward the solution of this great problem this Department has been established, and if you, dear reader, are "a square peg in a round hole," or vice versa, you should get THE PROGRESS MAGAZINE and read this Department regularly. This is only one of the many valuable features appearing each month.

THE PROGRESS MAGAZINE is published only for red-blooded, clear-brained ambitious men and women. It is a "live" magazine and will help you in your daily living to be worth more to yourself and to society. There are 176 or more pages each month, beautifully and profusely illustrated. It's really the biggest ten cents' worth in a magazine to-day. For sale on all First Class News Stands, or, by subscription \$1.00 a year. Send subscriptions to THE PROGRESS COMPANY, Rand-McNally Building, Chicago, Ill.

**Get a Copy of THE PROGRESS MAGAZINE To-Day**

Say—"I Saw it in The Business Philosopher"





## \$3.50 Recipe Cures Weak Kidneys, Free

Relieves Urinary and Kidney Troubles, Backache, Straining, Swelling, Etc.

**Stops Pain in the Bladder, Kidneys and Back :: :: ::**

Wouldn't it be nice within a week or so to begin to say goodbye forever to the scalding, dribbling, straining, or too frequent passage of urine; the forehead and the back-of-the head aches; the stitches and pains in the back; the growing muscle weakness; spots before the eyes; yellow skin; sluggish bowels; swollen eyelids or ankles; leg cramps; unnatural short breath; sleeplessness and the despondency?

I have a recipe for these troubles that you can depend on, and if you want to make a **quick recovery**, you ought to write and get a copy of it. Many a doctor would charge you \$3.50 just for writing this prescription, but I have it and will be glad to send it to you entirely free. Just drop me a line like this: Dr. A. E. Robinson, K 1862 Luck Building, Detroit, Mich., and I will send it by return mail in a plain envelope. As you will see when you get it, this recipe contains only pure, harmless remedies, but it has great healing and pain-conquering power.

It will quickly show its power once you use it, so I think you had better see what it is without delay. I will send you a copy free—you can use it and cure yourself at home.

## "GIVE ME YOUR CARD"

When that request is made of you it ought to bring forth a bit of board you are not merely not ashamed of, but one that carries the distinction of your personality. The great improvement of the century

### Peerless Patent Book Form Cards

alone can properly and effectively represent the big man—the man of power; the man who does things; the man the big places are looking for. These cards carried in book form, in exquisite seal leather case, are detached one by one as they are used. All edges are perfectly smooth. Every card is clean, flat and unmarred. Send for a sample book today and detach them one by one. Prove their value to your own senses. Send today.

OUR SMART  
CARDS IN CASE



**The JOHN B. WIGGINS CO.**

*Sole Manufacturers*

Engravers Die Embossers Plate Printers  
405-406 East Adams Street, Chicago

SOMETHING  
NEW

SOMETHING  
GOOD

# THE BACKBONE MONTHLY

There has been no journal started in years under such auspicious circumstances as The Backbone Monthly. With such live wires as Dr. W. C. Abbott, Dr. George F. Butler, Dr. Alfred S. Burdick and S. DeWitt Clough on its editorial staff and actively engaged in making this the brightest, snappiest little journal published, The Backbone Monthly has taken first place among those who appreciate good "stufh" served properly.

Every subscriber to The Backbone Monthly at 50 cents a year becomes a member of The Backbone Club with no additional expense. The Backbone Club is composed of people with ambition—people who do things and who are striving to do them better.

We want more members. We want YOU. Come in and bring your friends. Sign and mail the coupon below.

If you secure two subscribers among your friends, sending their subscriptions (and the money) with yours, which you can easily do, at 50 cents each, this will pay for your subscription. If you get others (and you can get 10 to 50 or more and not half try) there's \$1.00 in it for you for every four you get—in money or books which we handle. We will send you as many of the subscription forms as you can use. Get busy, NOW, or pass this to someone who will.

Date.....

The Backbone Publishing Co.,  
Ravenswood, Chicago

Gentlemen:—

Enclosed find 50 cents for which please enter my subscription to The Backbone Monthly for one year, thus making me a member of The Backbone Club with no additional expense.

.....  
.....  
.....

Say—"I Saw it in The Business Philosopher"

# I can underbid your local printer —do better work and guarantee to deliver your job on date promised



## A Reminder This is Kimball

I'm going to let him figure on that job. He claims he can save me money on my printing—do better work besides—and guarantees to give satisfaction and get the job out on time, or I don't have to accept it. Address: East Ravenswood, Chicago.

That's straight from the shoulder—there is not a bit of blue sky about it. I'm ready and willing to back it up—to prove it at any time. And all I want is a chance to do it. I can prove it without a bit of trouble or expense to *you*, if you will let me. No matter where you are located, I can save you money on your printing and do better work besides. It's needless to doubt or to merely take my word, when it is so easy to get the proof—to be actually shown. Simply let me send you samples of my work along with my price.

### Why I can save you money on your printing

There is not a better printing plant on earth than mine—it is not the largest—just large enough for me to keep in close personal touch with every one of its 21 departments. Its 111 machines, so that I can give every job that goes through my own personal attention. The building and everything in it brand new, modern and up-to-date. New snappy type faces—up-to-date time and labor-saving machines that take the place of hundreds of workers and cut down plant expenses. I have no high salaried solicitors, my samples and prices get me the business, and it only takes a few cents postage to send them out.

## To Give You an Idea

500 8½ x 11 Letterheads or 4-page Note  
Heads, on a good grade of 16-lb. Bond Paper  
500 No. 6½ Envelopes to Match  
500 Cards, 2½ x 4 inches on good 4-ply  
cardboard

**\$5<sup>00</sup>**

We will furnish 1000 of each  
as above for **\$7.75**

CASH WITH ORDER

## Can your printer equal these prices?

Ask your local printer to quote prices on the same sort of work I give prices on below. They include every item—include my personal supervision—no extras unless you order them, and if you do, I'll tell you in advance exactly what they will cost you.

### 8-Page Booklet

Size of page 6x9, one color ink, fine grade paper:

|     |   |   |   |          |
|-----|---|---|---|----------|
| 5M  | . | . | . | \$ 31.50 |
| 10M | . | . | . | 49.25    |
| 25M | . | . | . | 108.50   |
| 50M | . | . | . | 164.50   |

Additional thousands, each \$2.75

Don't think that because my prices are so much lower than his that I have cheapened the quality of my work. Just a penny postal will bring you samples—proof to the contrary.

Get in touch with me now, anyhow, whether you need any printing or not. Send for some samples. They are bound to prove interesting. In the meanwhile, clip out the reminder along the dotted lines. Pin it up in your office, so you won't forget to let me figure on that next job.

C. E. KIMBALL, Vice-President and General Manager

**THE CLINIC PUBLISHING COMPANY**  
1410 E. Ravenswood Park, Chicago

Say—"I Saw it in The Business Philosopher"

# DOORS TO OPPORTUNITY

Readers of the "Business Philosopher" are progressive, enthusiastic, alive, eager to get ahead. Being ambitious they are always on the look-out for good things. Our subscribers like the Philosopher. It is their favorite magazine. They believe in it, and of course patronize the advertisers. When you have a message for well-to-do, hustling salesmen, sales managers, executives, office managers, correspondents, or for any up-to-date business man you should advertise in these columns. The rates are low.

THE M. L. P., 307 FARMERS BANK BLDG., SPRINGFIELD, Ill., wants two A-R-E-A men to present a high-class fraternal proposition.

CIVIL SERVICE EMPLOYEES ARE PAID WELL for easy work; examinations of all kinds soon; expert advice; sample questions and Booklet describing positions and telling easiest and quickest way to secure them free. Write now. Washington Civil Service School, Washington, D. C.

ARE YOU SURE THERE ISN'T A LEAK IN YOUR soliciting letter arguments? If there is I might be able to spot it at the very first reading and mend it with a word or two. Lots of the form letters floating around are not only full of weak spots, but positively prejudicial to the sender's business. If you want your letters put together with clean-cut, corn-fed Anglo-Saxon that goes to the quick without giving offense I can help you. Jed Scarborough, 557 A. Halsey St., Brooklyn, N. Y.

AN EXPERIENCED SALESMAN OF PROVEN ability to travel and sell typewriters and supplies on salary and commission in Southern States. Address, Washington branch, THE HAMMOND TYPEWRITER CO., 325 Colorado Bldg., Washington, D. C.

THE H. H. FRANKLIN MFG. CO. OF SYRACUSE, N. Y., is extending its branches in various cities. It is looking for a few additional experienced men as salesmen and branch managers. The Company would be pleased to hear from men now successfully employed as salesmen in some high grade line, who might wish to make a change on account of the greater opportunities in this business.

SALESMEN WANTED—IF YOU ARE A CLERK WITH natural qualifications as a salesman, I have an exceptional opportunity to offer you. If you are a merchant going out of business and looking for an opportunity to go on the road, my proposition will appeal to you. I want two or three capable men with the work habit, and who have energy plus. I want men with ability to sell goods all day long. I require references, also send an abstract of your qualifications. I have an advertising specialty proposition that interests all progressive retailers. Hundreds of the best retailers have endorsed my plan because they have found it profitable. Samples will go in coat pocket. My best salesmen are making from \$500 to \$1000 a month. I want men who can do just as well or better. If you are of the right caliber, think you can handle a high-class, ready-selling proposition, write me immediately before all territory is assigned. W. F. Main, Dept. 117, Iowa City, Iowa.

WANTED—EVERY BOOKKEEPER TO READ "HOW to Become a Head Bookkeeper, Auditor or Public Accountant." Worth reading, will send it from Chas. A. Sweetland, 10 Boyelston Bldg., Chicago.

AGENTS ARE COINING MONEY, GIVING GUARANTEED \$3.00 razor free with each advertising box of Shaving Soap. Amazing profits. Enormous sales to consumers. Samples 60c. Full information free. Write today. Parker Chemical Co., Chicago. Dept. S.

SITUATION WANTED AS SALES CORRESPONDENT by a man who can write letters that win. If you want a live one get in touch with him. Address R. V. H., care of Business Philosopher, Libertyville, Ill.

SUGGESTIONS OF AD. MATTER WANTED. UPON request I will select ad. material needed, and for a small sum submit the same to you for your approval. Address Geo. J. Eder, Advertiser, 371 National Ave., Milwaukee, Wis.

WANTED—GOOD SALESMEN IN THE GROCERY line to handle our goods on the side. Exclusive territory; large commission. Sample easily carried in pocket. The Star Mfg. Co., Meriden, Conn.

WANTED—SALESMEN TO SIDE LINE BEST SELLERS art and business calendars. Three hundred sizes, styles to select from. Weight ten pounds, 2' x 15' x 24'. Convenient to carry. Expressed prepaid, subject to inspection and return, \$5.00. American Calendar Co., Red Wing, Minn.


LOCAL REPRESENTATIVE WANTED. SPLENDID income assured right man to act as our representative after learning our business thoroughly by mail. Former experience unnecessary. All we require is honesty, ability, ambition and willingness to learn a lucrative business. No soliciting or traveling. This is an exceptional opportunity for a man in your section to get into a big-paying business without capital and become independent for life. Write at once for full particulars. Address E. R. Marden, Pres., The National Co-Op. Real Estate Co., Suite 404 Marden Bldg., Washington, D. C.

WANTED—A FEW FIRST CLASS SPECIALTY salesmen to handle Stock Food line. Address Lock Box No. 297, Tiffin, Ohio.

WESTERN POSITIONS. FOR SEVEN YEARS HAVE furnished large employers of West with office employees from bill clerks to office managers. If desire come West, write us your qualifications. Business Men's Clearing House, Dept. U., Century Bldg., Denver.

FOR SALE—VALUABLE SERVICES OF AN ENTHUSIASTIC advocate of Sheldonism. Peirce School Graduate, '06, now purchasing agent for large jobbing house. Write at once. Price \$2,000. Mr. A. L. Zacharias, 5475 Spring Street, Philadelphia, Pa.

AGENTS MAKE BIG MONEY SELLING OUR GOLD sign letters for office windows, store fronts and glass signs. Any one can put them on. Send stamp for sample and particulars. Metallic Sign Letter Co., 431 N. Clark St., Chicago.



**Home Study Courses**

Over one hundred Home Study Courses under professors in Harvard, Brown, Cornell and leading colleges.

Academic and Preparatory, Agricultural, Commercial, Normal and Civil Service Departments.


Preparation for College, Teachers' and Civil Service Examinations.

250 page catalog free. Write to-day.

**THE HOME CORRESPONDENCE SCHOOL**

Dept. 105, Springfield, Mass.

Prof. Geneng  
English



**I WILL MAKE YOU PROSPEROUS**

If you are honest and ambitious write me today. No matter where you live or what your occupation, I will teach you the Real Estate business by mail; appoint you special Representative of my Company in your town; start you in a profitable business of your own, and help you make big money at once.

Unusual opportunity for men without capital to become independent for life. Valuable Book and full particulars Free. Write today.

**NATIONAL CO-OPERATIVE REALTY CO.**

118 Marden Building  
Washington, D. C.

E. R. Marden, Pres.

Say—"I Saw it in The Business Philosopher"

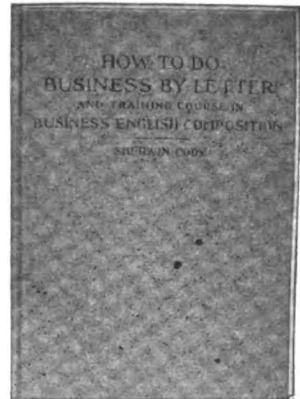
## Sherwin Cody's latest book **How to Do Business by Letter** and Training Course in Business English Composition

The most successful book on letter-writing ever published, now in its 47th thousand, eleventh edition, though but recently published.

Contains over 125 model letters of all kinds, including a number of the most successful pulling letters used by prominent houses.

Also the Rules of Grammar complete, with all common errors; the Rules of Punctuation, Words Often Misused, Rules and Regulations of the Postoffice (correct to 1910), etc.

Price, postpaid, \$1.00. See table of contents.



**Sherwin Cody's**

### **Form Paragraph Letter-Writer**

An indexed and gummed blankbook, full letter size, loose leaf, in which to paste form paragraphs to be used in answering all kinds of correspondence.

By this system an \$8-a-week girl can write better letters than a \$25-a-week correspondent, because she simply copies into her book the best paragraphs in the regularly dictated letters of the head of the business, and all letters are in his language, perfect in every detail of punctuation, grammar, etc., and may be signed by his name though he never sees the letter himself. This is a wonderful means of raising the quality of correspondence, as well as saving much time and expense. 80 gummed pages, 20 index pages, 100 pages in all; price, postpaid, \$3; subject to approval and return at my expense.

**Sherwin Cody's**

### **Compendium of All Card Systems**

An instruction book on loose-leaf and card systems (the only book ever published clearly stating the simple fundamental principles of these systems), accompanying a neat box of 500 cards, size 3x5 inches, printed from specially engraved wax plates in the best style, representing 18 complete systems all ready for use, including forms for mailing lists, advertising, salesmen's report and route cards, perpetual inventory forms, cost systems, school forms, and loose-leaf and card ledgers of all kinds, for wholesale, retail, mail-order, instalment, and specialty businesses. Electrotypes of plates sold and directions given for printing systems at one-third the usual price. Price, complete, \$3.00.



## **How to Make Advertising Pay** **How to Write Letters that Pull** **Office Salesmanship and Business** **Psychology**

I have made a detailed personal study of forty-six leading lines of business: Manufacturing, wholesale, retail, mail-order, and specialty, and have taught presidents, secretaries and advertising managers how to make a success of their publicity—I know what will win in forty-six different businesses, yours among the number, and this information I give in my complete course, together with all the books and special features described above, with scores of others—**everything I have for only \$30**, including twenty personal lessons. Write for complete catalogue.

**SHERWIN CODY**

**Sheldon University Press, Libertyville, Ill.**

Say—"I Saw it in The Business Philosopher"

#### **Contents:**

Using Words So as to Make People Do Things.  
How to Begin a Business Letter.  
How to Close a Business Letter.  
The Body of the Letter.  
Applying for a Position.  
Sending Money by Mail.  
Ordering Goods.  
"Hurry-up" Letters.  
How Money is Collected.  
Letters to Ladies.  
Professional Letters.  
How to Acquire an Easy Style in Letter Writing.  
Two Kinds of Letters—Buying and Selling.  
When to Write a Long Letter and When to Write a Short Letter.  
Answering Inquiries.  
Talking in a Letter—Colloquialisms and Slang.  
Complaint Letters.  
Condensation—Writing Advertisements.  
Advertising and Follow-up Letters.  
Display in Letter Writing.  
Salesmanship in Letters and Advertisements.  
Customs and Regulations of the Post Office.  
Social and Official Forms; the Rules of Grammar, with Common Errors; the Rules of Punctuation for Business Office Use.  
Cloth, price \$1.00.

## Spring is Coming

We are showing large lines of new  
1910 patterns in Foreign and Domestic  
Fabrics. \$25 to \$50 for suits.  
:: :: Come and see :: ::

**NICOLL THE TAILOR**

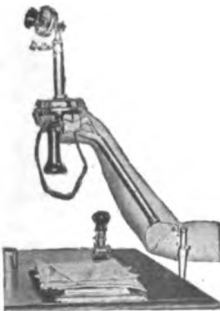
WM. JERREMS' SONS  
Clark and Adams Streets, CHICAGO

## Don't Be A Wage Slave

MAKE \$3,000 TO \$5,000 A YEAR  
BE A DOCTOR OF MECHANO-THERAPY



We Teach You By Mail or in Class  
**Our Free Book** tells how in a few months you may free yourself forever from wage slavery, from situation hunting and exacting employers. It tells how you may be a graduate in Mechano-Therapy, acknowledged to be one of the most elevating and highest paid professions for men and women—superior to Osteopathy, equal to a college course. Diplomas to Graduates. Endorsed by physicians and hundreds of our graduates. Social and financial advancement assured. Special terms now, write at once for Free Book.  
AMERICAN COLLEGE OF MECHANO-THERAPY  
Dept. 925, 120-122 Randolph St., Chicago



**“WORKS  
LIKE  
THE  
HUMAN  
ARM”**

- Keeps your telephone out of the way, yet ALWAYS within reach.
- No more upset inkwells.
- No more tangled cords.
- No more broken telephone receivers and cords.
- You use the 'phone sitting or standing.
- No exposed bars or springs to catch and hurt the fingers.

**The EQUIPOISE  
TELEPHONE ARM**

Is a perfectly self balancing bracket that always keeps the telephone in a position for use, whether the receiver is on or off the hook. It raises, lowers or swings around at the touch of the finger. Recognized as standard everywhere, used and endorsed by over 100,000 business and professional men and recommended by Bell and Independent Telephone Companies.  
\$3.75 will bring complete outfit *prepaid*, returnable if not satisfactory.

**Oliver Manufacturing Co.**  
1326 Chestnut St. Philadelphia, Pa.



## YOU SHOULD KNOW ABOUT The American Woman's League

**T**HE American Woman's League is today one of the largest and most powerful organizations of women and men in the world—and its membership is growing rapidly, in all sections of the country.

Its single purpose is the Educational and Social Advancement of its members and their children.

To promote the educational interests of its members it has organized and equipped The Peoples University and has already completed the first of a million dollar group of six magnificent buildings to carry on its educational work. Believing most thoroughly in the slogan, "Keep the Children at Home," it gives its instruction in all the useful Arts, Sciences, Professions and Trades by mail, right in the homes of the students.

Absolutely not a penny of charge is made to any member for the Correspondence Courses of the University; the free use of any or all of the Courses is a right of membership for life.

The Peoples University, in addition, does what no other institution could attempt. It singles out, each year, its ablest students—those who possess real genius—and brings them to University City, at its own expense, for a personal attendance course under the Masters, and pays these students a salary of not less than \$50.00 a month for living expenses, while here. In other words, thoroughly fits them for the battle of life.

For the development of social life and advancement, the League erects in any community where there are sufficient members (from 15 up) a beautiful, commodious Chapter House for the sole and exclusive use of its members, in which to hold social gatherings, etc. Upwards of fifty such Chapter Houses are already built or arranged for.

These Chapter Houses are erected, fully and beautifully furnished, and maintained by the central body of the League, without a dollar of expense to the local members.

Aside from these two principal features of the League, the minor advantages of membership are many and varied, and any one of them is well worth the small effort required to become a member.

Life membership, entitling the members to all the advantages of the whole organization, may be secured by any woman (or man) of the white race, in a few days' or a week's time, absolutely without the expenditure of a single dollar.

If you are a young woman or young man seeking educational advantages that will enable you to command success, if you are a parent interested in the welfare of your children—you cannot afford not to know about the League, and what it can do for you.

The coupon below, or a postcard request, will bring immediately full, detailed and convincing information.

## THE AMERICAN WOMAN'S LEAGUE

7250 Delmar Blvd., University City, St. Louis, Mo.

CUT OUT HERE

**THE AMERICAN WOMAN'S LEAGUE**  
7250 Delmar Blvd., University City, St. Louis, Mo.

Please send me, without obligation on my part, full information about The American Woman's League.

Name .....

Street .....

P. O. .... State.....

Say—"I Saw it in The Business Philosopher"

**AGENTS!**

**READERS!**

## Hampton's Magazine

INVITES YOU

To Join The "BOOSTERS' Club"  
To Get HAMPTON'S MAGAZINE Subscriptions

"COSTS A CENT TO JOIN"

**GUARANTEES \$3.50 A DAY**

Lots of our energetic men and women earn more. Our new Contract to agents who want to be developed into real salesmen is so liberal that we can employ only a limited number on this basis and we expect to reach that limit by January 1st, 1910. Better apply now.

Hampton's Magazine has been more widely advertised, and has grown more rapidly in circulation and advertising during the past six months than any other magazine.

Hampton's Magazine is a Growing Proposition—it SELLS.

If you don't care for a *guaranteed contract* we have a spare time proposition that will interest you. Experience unnecessary. Outfit and instructions for the asking.

—ADDRESS—

**"VON" SALES-MANAGER**

Suite No. 504, HAMPTON'S MAGAZINE  
Marbridge Bldg., New York City

## Mr. Business Man

Are you interested in the resources and developments of Western Canada?

If so, drop a card with your name and address to

### Anthony Anderson

Drawer 735

Victoria, B. C.

This is an advertisement it will pay you to answer

**3000 GUMMED LABELS \$1.00**

SEVERAL SIZES AND STYLES

PRINTED TO ORDER IN ONE AND TWO COLORS

AT THIS AND EVEN LOWER PRICES. SEND FOR CATALOG

FENTON LABEL CO. NINTH & THOMPSON STS. PHILA. PA.

## Let Us Send You This Machine for 10 Days' Free Trial



Price \$5.00

**123456**

FAC SIMILE IMPRESSION

**T**HE new improved Model 49A, shown in the illustration, is the best Hand Numbering Machine of its kind on the market. And its the most inexpensive. For, while other machines of its capacity sell from \$10.00 to \$16.00, the new 49A is priced at \$5.00.

You can have one of these machines on ten-days' free trial without obligating yourself in any way. Simply write us a note on your business letter-head mentioning the name of your nearest Stationer or Stamp Dealer. One of the machines will be sent to you immediately, all charges prepaid. You can then try out the machine in your own way. Put it to the hardest tests you can think of. Compare it with others. And then, if you are not satisfied that ours is the best numbering machine you ever saw, return it at our expense. If, on the other hand, you are convinced that you need the machine—if it has saved you precious minutes—prevented errors—satisfied you completely—remit the price, \$5.00.

### JUST MAKE A FAIR TEST

That's all we ask. We make this offer to prove to you conclusively just how far superior our machine is to every other make. Other machines must be watched. They're crudely made. They get out of order. They slip up occasionally—misnumber your records—make costly mistakes.

### OUR MACHINE IS INFALLIBLE

It can't make mistakes. And it is made to last—to give the utmost satisfaction. The frame is made of the best drawn steel, thus securing the maximum of strength with the minimum of weight. The wheels—the most important parts of a numbering machine—are made of nickel-bronze. And the figures are engraved, not cast, as in the inferior makes. The figures are finely proportioned, perfectly legible under all conditions, and add materially to the appearance of your records. The machine is self-inking. It numbers automatically from 1 to 999,999 consecutively, and has also the duplicate and repeat actions. A simple pawl changes the operation. The machine weighs but twelve ounces, operates rapidly, noiselessly, surely.

### GET A MACHINE TO-DAY

Write us a note now saying you'll give our machine a thorough try-out in your office. We'll see that you get a machine immediately. Remember, this trial does not in any way obligate you. Don't fail to write to-day.

**The Bates Machine Company**

696-710 JAMAICA AVE.

BROOKLYN, N. Y.

Say—"I Saw it in The Business Philosopher"

## Will You Accept This Business Book if We Send it Free?

Sign and mail the coupon below. Send no money! Take no risk!

One hundred and twelve of the world's master business men have written ten books—8,070 pages—1,407 vital business secrets, ideas, methods. In them is the best of all that they know about

- |                |                     |                           |
|----------------|---------------------|---------------------------|
| —Purchasing    | —Salesmanship       | —Position-Getting         |
| —Credits       | —Advertising        | —Position-Holding         |
| —Collections   | —Correspondence     | —Man-Handling             |
| —Accounting    | —Selling Plans      | —Man-Training             |
| —Cost-keeping  | —Handling Customers | —Business Generalship     |
| —Organization  | —Office Systems     | —Competition Fighting     |
| —Retailing     | —Short-cuts and     | and hundreds and hun-     |
| —Wholesaling   | Methods for every   | dreds of other vital bus- |
| —Manufacturing | line and department | ness subjects.            |

A 9,059-word booklet has been published describing, explaining, picturing the work. Pages 2 and 3 tell about managing businesses great and small; pages 4 and 5 deal with credits, collections and with rock-bottom purchasing; pages 6 and 7 with handling and training men; pages 7 to 12 with salesmanship, with advertising, with the marketing of goods through salesmen, dealers and by mail; pages 12 to 15 with the great problem of securing the highest market price for your services—no matter what your line; and the last page tells how you may get a complete set—bound in handsome half morocco, contents in colors—for less than your daily smoke or shave, almost as little as your daily newspaper.

*Will you read this book if we send it free?*

*Send no money. Simply sign the coupon.*

**The System Co., 151-153 Wabash Ave., Chicago**

If there are, in your books, any new ways to increase my business or my salary, I should like to know them. So send on your 16-page free descriptive booklet. I'll read it. BP-1-10

Name \_\_\_\_\_  
Address \_\_\_\_\_  
Business \_\_\_\_\_  
Position \_\_\_\_\_

## THE ALAMO

### Colorado Springs' New Fire Proof Hotel

**Strictly First-class—American  
and European Plan**

#### RATES:

American Plan: \$2.50 to \$4.00 per day  
and upwards.

European Plan: \$1 per day and upwards.

150 Rooms—50 Elegant Suites with  
Private Baths

Golf and other Outdoor Sports Acces-  
sible to Guests

**COLORADO SPRINGS, COLO.**

600 Talking

Points

# FREE

A set of these great books, which you will find described on another page in this magazine, will be given to anyone sending in six yearly subscriptions to The Business Philosopher.

It should be a very easy matter for anyone to get that many subscriptions in a short time. Many of our agents are getting ten a day. You ought to get two or three with very little effort.

If you do not care for these books perhaps we have some others which might interest you. Let us know what books you want and we will tell you the number of subscriptions it will take to get them without any cash payment on your part. We pay all express or mail charges.

Our subscription list is getting larger every day and we want to make this year—1910—the biggest business year of our history. We want all readers of The Business Philosopher to help spread the teachings of Mr. Sheldon over the entire world.

Here's hopin' you all get six or more subscriptions.

## SHELDON UNIVERSITY PRESS

Libertyville, Ill.

[Say—"I Saw it in The Business Philosopher"]

## ARE YOU LOOKING FOR A SURE SALE ? ? ?

No farmer should think of buying a home before seeing a copy of the FARM AND REAL ESTATE JOURNAL. It contains the largest list of lands, city property and stocks of goods of any paper published in Iowa. It reaches 60,000 readers each issue, 85 per cent of which are farmers. You will find it the best advertising medium published west of Chicago. Everyone who handles real estate should be a subscriber to this magazine. He will find that it will put him in the way of making enough deals the first year to more than a thousand times pay him what the JOURNAL would cost him a year. Send 75 cents and we will mail you the JOURNAL one year. Advertising rates 2 cents per word each insertion.

**FARM AND REAL ESTATE  
JOURNAL, Box 4  
TRAER, TAMA COUNTY, IOWA**

## Ask For Book You Want

Place check to left of book desired; write name and address on lines below and forward, with 10 cents postage attached, and the book is yours—without further expense or obligation, of course.

- ☐ —**THE ART OF FINANCIERING**  
(Showing how business men may raise capital for business projects.)
- ☐ —**FINANCIAL HAND BOOK**  
(For promoters, fiscal agents and brokers.)
- ☐ —**BUSINESS BUILDING  
BY CORRESPONDENCE**  
(For the man who uses circular letters.)
- ☐ —**THE SELLING FORCE and  
THE SELLING FARCE**  
(Showing why the great majority of selling plans do not pay.)
- ☐ —**THE GREAT LAW OF AVERAGE**  
(A new principle discovered by a business expert, bringing CERTAINTY to business affairs.)
- ☐ —**HOW \$250 MAY RAISE \$200,000**  
(For the man with a real opportunity.)

If more than one book is desired add 10 cents additional for each extra book. Money refunded if not perfectly satisfactory. Each book conveys a MESSAGE. Each tells something NEW and VALUABLE.

**The Business Development Co. of America**  
Founded 1901  
119 Nassau Street, NEW YORK

## \$25 to \$75 a Week for Business Builders

OUR Association is engaged in a co-operative campaign in which we are undertaking to add at least 100,000 subscriptions to four of the best selling magazines in America. Some of our members are already making good. One hustling young man in the little village of Punxsutawney, Pa., took 383 orders during his first month, earning a commission of \$1.00 per order, and winning a \$75.00 prize. Any young man or woman possessing enterprise and gumption can do as well. We supply all printed matter, sample copies and everything else needed in the campaign. In addition to our big commission

### WE OFFER THREE HIGH-GRADE AUTOMOBILES AND \$3000 IN CASH PRIZES

to workers making the best records during the campaign. If you are a hustler and want to earn several hundred dollars during the next six months, it will pay you to investigate our proposition at once. We want active members in every part of the country. Only reliable and enterprising young men and women need apply. For particulars and reservation of territory, write at once to

**THE MAGAZINE SPECIALISTS ASSOCIATION**  
601 Bancroft Building :: :: New York City

Say—"I Saw it in The Business Philosopher"



## BEAUTIFUL PICTURES FREE

This is an opportunity to obtain, without expense to yourself, a unique set of unframed but handsome and well worth framing prints.

We are manufacturing a collection of nine Shakespearean illustrations, originally painted by English masters, the originals now being practically inaccessible in various private galleries. But we chanced to come across some rare engravings made from these paintings, and from these engravings we have made some unusually fine plates, printing them on cameo-finish, India-tint paper, size 12x14. There are nine in each set, scenes and characters from:

**AS YOU LIKE IT HAMLET MACBETH OTHELLO KING JOHN THE MERCHANT OF VENICE  
A MIDSUMMER NIGHT'S DREAM ROMEO AND JULIET THE MERRY WIVES OF WINDSOR**

These nine engravings will become yours if you will order **THE BOOK NEWS MONTHLY**, a magazine that has the reputation of being the best book magazine in the country.

Send \$1.00 and mention this magazine, and we will mail the pictures, postpaid, at once.

Address

**THE BOOK NEWS MONTHLY**

Philadelphia

John Wanamaker

or New York

## NORMAL COURSES

Our Home Study Courses for teachers prepare for Certificates of every grade.

Special courses in Pedagogy, Psychology, Primary Methods and Kindergarten.

We assist in securing positions.

Over one hundred Home Study Courses under Professors in Harvard, Brown, Cornell and leading colleges. 250 page catalog free. Write to-day.

**THE HOME CORRESPONDENCE SCHOOL**  
Dept. 78, Springfield, Mass.

Dr. Campbell  
Principal

## A GOOD SHORTHAND REPORTER

is the only kind you can afford to employ.

I am well prepared to handle all kinds of law and general reporting

**FRED H. GURTLE**

SHORTHAND REPORTER

810-812 Reaper Block  
Telephone Randolph 3028

CHICAGO



# Your Name and Address

In Your Fountain



# Pen Clip

Protect Yourself in Case of Loss



*Write your name and address in the insert which is inside the clip.*

|                       |   |   |          |
|-----------------------|---|---|----------|
| Genuine German Silver | - | - | 15c each |
| Nickel Plate          | - | - | 10c each |

Sent prepaid by

## Standard Address Clip Co.

407 Carter Bldg., Jackson, Mich.

Say—"I Saw It in The Business Philosopher"

## BUSINESS ENVELOPES FOR LARGE CONSUMERS

We probably sell a larger volume of Business Envelopes direct to Consumers than any other envelope mill in the country. It will pay you to find out why.

We make by the latest and best machinery a complete line of eleven Commercial Sizes, besides Drug, Coin, Theatre Ticket, Portfolio, Bank and Baronial and a wide range of Open End and special style envelopes.

OUR MILL IS THE RIGHT CONNECTION:  
FOR LARGE USERS OF ENVELOPES

**SEWELL-CLAPP—ENVELOPES**

Established 1875

21 N. Desplaines St.

CHICAGO

## STUDY LAW AT HOME

The oldest and best school. Instruction by mail adapted to every one. Recognized by courts and educators. Experienced and competent instructors. Takes spare time only. Three courses—Preparatory, Business, College. Prepares for practice. Will better your condition and prospects in business. Students and graduates everywhere. Full particulars and Easy Payment Plan free.

The Sprague  
Correspondence School  
of Law,  
684 Majestic Bldg, Detroit, Mich.



To the Man who Advertises, Circularizes or Sells Through Agents

Do you

**ADVERTISE—  
CIRCULARIZE—  
EMPLOY AGENTS—**

**with poor results?**

**If so, what is wrong?**

The question is answered by a five thousand word article from the pen of one of the greatest business specialists in the country, entitled:

**THE SELLING FORCE**

“ ” AND “ ”  
**THE SELLING FARCE**

It's a MESSAGE to business men, preventing the prodigal waste of good money, and giving the selling secret.

Application of the principles explained in this brochure will turn loss to profit, and small profits to large.

Return this advertisement with 10c postage attached and a copy is yours without further expense or obligation.

**The Business Development Co. of America**

119 Nassau Street, NEW YORK

# “BOY WANTED”

By NIXON WATERMAN

## A BOOK OF CHEERFUL COUNSEL



A book that every father should give to his son—after he has read it. It's full of the kind of good talk that helps a boy or man on the road to Success.

The boy or man who truly reads the book cannot help but get a world of good from it. It's the kind that holds you from the frontispiece to the end of the last chapter.

Is it good for a girl, too? Why, bless me, it is good for both the little girl and the girl grown tall.

The price is only \$1.25 POSTPAID.

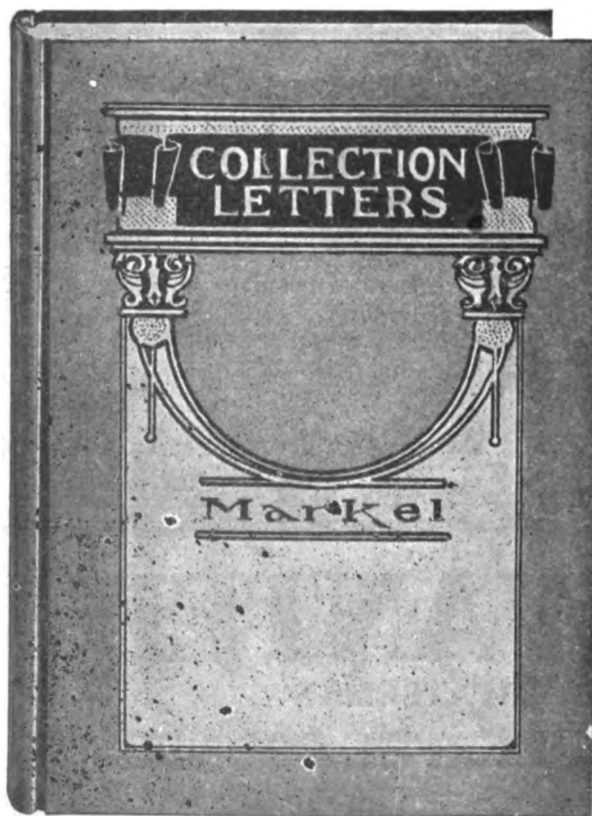
**The Sheldon University Press**

**LIBERTYVILLE, ILL.**

Say—“I Saw It in The Business Philosopher”

# Collect Your Old Accounts

And still retain the friendship of your customers. Learn how to get them to pay up and keep on giving you their business.



## A Vexing Problem

Has been solved by one of the best collection letter writers in the United States, a man who is himself a master in the art of collecting outstanding accounts without resorting to harsh measures.

## Collection Letters

Is the title of this most excellent work which contains all the best ideas the author has gained from years of experience as a successful writer of letters that get the money without losing the good-will and custom of the one from whom the money is collected.

## This Book Tells You How

To avoid the snarls and entanglements and losses that too often result from letters which look right and sound right to their writer but

which turn out to be highly offensive to their recipient and cause him not only to refuse to pay but to take his patronage elsewhere. **YOU CAN INCREASE YOUR OWN PERSONAL PULLING POWER AS A COLLECTION LETTER WRITER** by 1,000 per cent. by taking advantage of this excellent book. It is standard size, and especially well bound for constant desk use.

## Read this Book

before you write another dunning letter and we assure that you will quickly declare it the "quickest action," most profitable investment you ever made. A remittance of \$1.00 will bring you a copy of this book, "Collection Letters," prepaid by next mail, and Modern Methods for one year.

Be sure to use the coupon. Address,

**MODERN METHODS, Detroit, Mich.**

BP 2

MODERN  
METHODS  
PUBLISHING  
COMPANY,

Detroit, Mich.

Herewith \$1.00 in..... for  
a year's subscription to Modern  
Methods beginning with next  
issue. Send me at once, prepaid, as  
per your advertisement, a copy of your  
book, "Collection Letters" by Markel.

Say—"I Saw it in The Business Philosopher"

# WHEN IN DETROIT STOP AT HOTEL TULLER



New and Absolutely  
Fireproof

Cor. Adams Ave.  
and Park St.

In the center of the  
Theatre, Shopping  
and Business  
District.

Has large Conven-  
tion Hall.

Has grand Roof  
Garden Cafe.

Music from 6 P. M.  
to 12:30 A. M.

**Every Room has Private Bath**

EUROPEAN PLAN

RATES: \$1.50 PER DAY AND UP

L. W. TULLER - - Proprietor

# The Problem of the Advertiser

is to be economical and at the same time extend his reputation to reach from coast to coast  
If you have for sale any article used in the office or school room it will pay you to consider the

## PROGRESSIVE STENOGRAPHER



**A Monthly Maga-  
zine for the  
Business Man**

**Stenographer  
The Teacher**

**and the  
Student**

**\$1.00 a Year**

**Trial:  
3 months for 25c.**

There are more than 125,000 stenographers in the United States, spending weekly more than \$500,000. We don't reach them all but we do reach a large percentage of them.

Fifty thousand (50,000) business schools offer a large field worthy of your consideration.

If YOU want some of this business write us for rates, etc.

**THE PROGRESSIVE STENOGRAPHER PUB. CO.**

31 S. Howard St., BALTIMORE, MD.

## THE LAW OF Financial SUCCESS

**10**  
CENTS

TELLS YOU IN PLAIN ENGLISH

**HOW**

**HOW**

**HOW**

**HOW**

**HOW**

to make money safely and judiciously.

to judge investments properly and realize financial success.

to acquire the faith necessary for success.

to analyze, develop and utilize your dormant abilities essential to success.

to guide your ambition, concentrate upon your aim and persist until you achieve it, etc., etc.

SPECIAL PAPER-BOUND EDITION  
104 Pages - 10 CENTS - 16 Chapters  
100,000 COPIES SOLD

### MAKING MONEY

is not difficult for the man or woman who follows the instructions contained in the sixteen chapters of this most successful book of the year. The tremendous editions enable the publishers to sell the book at 10c, a price at which no man can afford to be without a copy any more than he can afford to refuse payment for his work or services. **Fill out the Coupon now.**

## READ THESE LETTERS

Thos. C. Land, General Manager Conway Telephone Co., Pawnee, Okla.: "I have read the book and consider it one of the best books published. It is worth more than its weight in gold. I would like to see every young man read this book. I can certainly recommend it."

O. A. Jackson, Mason City, Iowa: "It is a great and good book."

James T. Castle, Manager Buckeye Engine Co., Pittsburg, Pa.: "Have read the 'Law of Financial Success' and find it of so much interest I want you to send me one-half dozen copies, as I would like to distribute same among my friends."

Harry A. Fries, Newark, N. J.: "Book is O. K.; worth twice the money with \$10.00 added to it."

W. L. Wagner, of the Foss Gas Engine Co., Webb City, Mo.: "I cannot tell you in words just how well pleased I am with the book."

John G. Gretzinger, Fullerton, Cal.: "It is worth its weight in gold to me, far better than I expected."

Many Others on File. None Solicited.

If this announcement justifies you in investing 10 cents in a book which may mean the making of your fortune,

**JUST WRITE YOUR NAME AND ADDRESS  
RIGHT HERE:**

Name .....

Address .....

Tear out this advertisement, wrap a dime or stamps in it, enclose in envelope and mail to

**THE FIDUCIARY CO.** <sup>310</sup> Tacoma Bldg.  
<sup>2</sup> CHICAGO, ILL.

The book will be promptly mailed, postpaid. Whenever you wish to part with it, return it and the 10 cents will be instantly refunded.

Say—"I Saw it in The Business Philosopher"

# A MAGAZINE OF

NOT NEW →  
NOT OLD →  
JUST →

64 PAGES OF UPLIFT  
IS FOUND EACH  
MONTH IN →

WE WILL MAIL  
YOU A SAMPLE COPY  
IF YOU SEND A  
2¢ STAMP TO →

THE LARGEST  
MAGAZINE PUBLISHED  
IN ITS FIELD IS →

DO YOU NEED  
INSPIRATION?  
THEN READ →

YOU WILL FIND  
THE BEST WRITERS  
ON PROGRESSIVE  
SUBJECTS IN →

IF YOU WISH TO  
RETAIN OR REGAIN  
HEALTH READ →

THE PHILOSOPHY OF  
LIFE IN GENERAL  
DISCUSSED IN →

FOR SALE  
BY FIRST CLASS  
NEWSDEALERS →

# THOUGHT

ADDRESS

MAGNUM  
BONUM  
COMPANY

4663 A

LAKE  
AVENUE  
CHICAGO

# PRACTICAL PSYCHOLOGY

Say—"I Saw It in The Business Philosopher"

# Spinal Irritation

An elegantly illustrated booklet explaining the cause and cure of the disease that produces the following

## SYMPTOMS:

**HEADACHE** or pains in the head, especially in the Back part or Base of Brain; Nervous or Bilious Headache; sensations that feel like the pulling or stretching of

**CORDS in the Neck;** trouble with the

**EYES** connected with pain or aching in back part of head or neck or upper part of shoulders; aches or pains in the eyes or back of them; specks or spots before the eyes or blurred vision; a frequent desire to

**SIGH** or **YAWN** or take a deep, full breath, and in some cases, an inability to do so;

**PALPITATION** or irregularity of heart; pains, oppression, difficult breathing, or very peculiar and disagreeable feelings in the region of the

**HEART, LUNGS, STOMACH,** or other parts of the body that doctors often call Neuralgia, Rheumatism, Indigestion, Heart trouble and various other names, but fail to cure; aches or pains in the region of the

**KIDNEYS; BACK-ACHE;** sensations of oppression or constriction like a

**BELT AROUND THE BODY,** or part way around;

**PARTIAL PARALYSIS** of arms, shoulders, hands, lower limbs or feet, causing pains in these members, or a

**NUMB FEELING** or sensations of coldness, heaviness, or a tingling or feelings resembling the

**PRICKING of PINS** or needles or as if the parts were asleep; **SORE, TENDER** or **BURNING** points along the spine or in the limbs or feet; pains in the face, arms, back, lower limbs or feet, resembling those of

**NEURALGIA** or **SCIATIC RHEUMATISM** (physicians often treat these symptoms as ordinary neuralgia or rheumatism, but such treatment will not cure them);

**CHILLS UP** or **DOWN BACK;**

**CREEPING** sensations, coldness or numbness; pain **BETWEEN SHOULDERS.**

If you have the above named symptoms, or any of them, you probably have **SPINAL IRRITATION**, a very serious disorder that but few physicians can cure. Yet it is very easily cured by proper treatment. Our elegantly illustrated booklet explains how. It also describes the disease and explains what causes it.

Price, 10 Cents.

OHIO STATE PUB. CO., 32-5 The Birmingham, Cleveland, O.

## TYPEWRITERS ALL MAKES



**Visible Writers** or otherwise  
**Olivers, Remingtons, Smiths, etc.**  
Shipped ANYWHERE for Free Trial, or RENTED,  
allowing RENT to APPLY.

**Prices \$15.00 Up**

First class Machines fresh from the Manufacturers  
Write for Illustrated Catalog . . . Your opportunity.

TYPEWRITER EMPORIUM, (Est. 1892) 92 & 94 Lake St., Chicago

## FINANCING AN ENTERPRISE

By FRANCIS COOPER



TWO volumes that have helped hundreds of men win fortunes by showing them how to successfully finance and promote their business or their discoveries. Highly endorsed. Only successful work on promotion.

**VOL. 1** describes conditions necessary for successful financing; how to investigate, protect and capitalize an enterprise; experimental work and model making.

**VOL. 2** tells best methods for securing money, privately, or publicly, by advertising; how to advertise, how to write a winning prospectus. Important chapters on stock, bonds, incorporation, etc.

Invaluable knowledge gathered from fifteen years' experience. Save you hundred times its cost. Full descriptive circular if you want it.

500 pp. 1909 ed. Buckram binding. Two vols., \$4.00 prepaid. Either vol. separately, \$2.00 prepaid.

SHELDON UNIVERSITY PRESS

Libertyville, Illinois

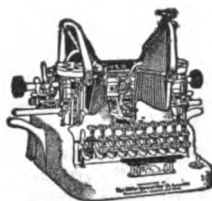
# A \$100 Typewrite for 17 Cents a Day

Please read the headline over again. Then its tremendous significance will dawn upon you.

An **Oliver Typewriter**—the standard visible writer—\$100 machine—the most highly perfected typewriter the market—*years for 17 cents a day!*

The typewriter whose conquest of the commercial world is a matter of business history—*years for 17 cents a day!*

The typewriter that is equipped with scores of conveniences as "The Balance Shift"—"The Ruling Vice"—"The Double Release"—"The Locomotive Bar"—"The Automatic Spacer"—"The Automatic Tabulator"—"The Disappearing Indicator"—"The Adjustable Pa Fingers"—"The Scientific Condensed Keyboard"—a



**Yours For 17 Cents a Day**

We announced this sales plan recently, just feel the pulse of the people. Simply a small cash payment—then 17 cents a day. That is the plan a nutshell.

The result has been a deluge of applications for machines that we are simply

stounded. The demand comes from people of all classes, all

all occupations. The majority of inquiries has come from people known financial standing who were attracted by the novelty of the proposition. An impressive demonstration of the immense popularity of the Oliver Typewriter.

A startling confirmation of our belief that the Era Universal Typewriting is at hand.

**A Quarter of a Million People are Making Money with**

**The OLIVER Typewriter**

*The Standard Visible Writer*

The Oliver Typewriter is a money-maker, right from the "go"! So easy to run that beginners soon get in the "exp. class. Earn as you learn. Let the machine pay the 17 cents a day—and all above that is yours.

Wherever you are there's work to be done and money to be made by using the Oliver. The business world is calling Oliver operators. There are not enough to supply the demand. Their salaries are considerably above those of many classes workers.

**"An Oliver Typewriter in Every Home!"**

That is our battle cry today. We have made the Oliver supreme in usefulness and absolutely indispensable in business. Now comes the conquest of the home.

The simplicity and strength of the Oliver fit it for family use. It is becoming an important factor in the home training of young people. An educator as well as money maker.

Our new selling plan puts the Oliver on the threshold of every home in America. Will you close the door of your home or let this remarkable Oliver opportunity?

Write for further details of our easy offer and a free copy of new Oliver catalog. Address

**The Oliver Typewriter Company**  
**The Oliver Typewriter Building Chicago, Ill.**

Say—"I Saw it in The Business Philosopher"

# DIAMONDS ON CREDIT WATCHES LOFTIS SYSTEM

**FOR AN EASTER PRESENT, A BEAUTIFUL DIAMOND OR A SOLID GOLD WATCH**

Write for Our New Catalog containing over 1500 beautiful photographic illustrations of Diamonds, Watches and Artistic Jewelry. Select any article you would like to own or present as a gift to a loved one; it will be sent on approval to your home, place of business, or express office, without any obligation whatever on your part. If it is satisfactory in every way, pay one-fifth down and keep it, balance in eight equal monthly amounts. If not entirely satisfactory, return it. We pay all charges and take all risks. We have absolute faith in our goods because we know they are the very best quality and highest grade of workmanship. An Account With Us is a confidential matter. Our customers use their charge accounts with us year after year, finding them a great convenience at such times as Easter, birthdays, anniversaries, engagements, weddings, graduation, etc. Any person of honest intentions may open a confidential charge account with us.

**LOFTIS**  
BROS. & CO.

**Diamonds as an Investment**

The Old Pattern Original Diamond and Watch Credit House  
Dept C 811 92 to 98 State St., Chicago, Ill.  
Branches: Pittsburg, Pa., and St. Louis, Mo.

are better than a savings bank because they pay four times the rate of interest. They increase in value from 15% to 20% each year. Our prices are lowest; our terms are easiest. We allow 8% discount on all cash orders. Write today. Don't delay.



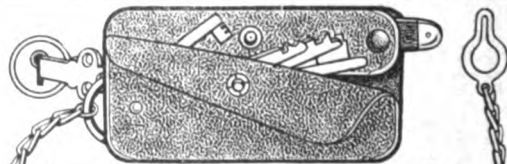
**EASTER SPECIAL**  
Ladies' and Gentlemen's  
Solitaire Diamond Rings  
Terms: \$3.75 per Month



## Why Not a Retail Store of Your Own?

I know of many places where new stores are needed—and I will tell you about a retail line in which you can start with a small investment, and in which [the] possibilities are as large as your ambitions. No charge for my services. Write today for particulars and booklet.

EDWARD B. MOON, 251 W. WATER ST., CHICAGO.



## Save your Pocket and Insure your Keys

**Key Insurance**—Good for one year, insures Keys and Identifies Owner; this with Genuine Morocco Combination Key and Knife Purses.....50c.  
**Accident Insurance**—Above, plus a Limited Accident Policy for \$1,000, renewable each year.....\$1.00  
**Key Purses**, { Cowhide.....25c.      **Combination** { Cowhide.....40c.  
(Key Chains) { Morocco.....35c.      **Key and** { Morocco.....50c.  
                              { Seal, Russia.....50c.      **Knife Purses** { Seal, Russia.....65c.  
                              { extra )

**Special Prices in Quantities for use as Advertising Novelties**  
**MURRAY S. CHISM**, Patentee and Manufacturer  
224 N. Camac St., Philadelphia, Pa.

## An Advertisement by Elbert Hubbard A Wandering Mind



PROF. HENRY DICKSON

Principal, Dickson School of Memory.  
The largest and most successful school  
of Mental Training in the World.

never arrives at a Supreme Conclusion. There are no terminals for the train of Scattered Thoughts. Frequent stops at Way Stations retard the speed at which Live Ideas must travel in order to Get There. And inviting side-tracks lead only to the insurmountable bumper. The Great Men of all ages are those who have grasped the Ability to Concentrate. They focused attention upon the THING itself and without Violence of Direction moved straight to Success.

If you wish to Grow and Become, center your Mind on one Splendid Achievement and hold it there.

## STOP FORGETTING

It is the constant casting about for a Fact Misplaced in Memory that shatters the Force of Concentration. Train your Memory to retain Knowledge and have it ready when Occasion demands. Try a little System in your Mental Storehouse. Professor Henry Dickson of the Dickson School of Memory Training will send his valuable

book, "How to Remember," free to any reader of "Business Philosopher." Professor Dickson, by his Method of Instruction, enables you to avoid the oft-recurring vexation of forgetting names, places, dates, faces, quotations, speeches and all other facts and incidents which should be on the tip o' the tongue.

The Dickson System has been heartily recommended by PROFESSOR DAVID SWING, ELBERT HUBBARD, DR. LATSON, and thousands of others.

### COUPON FOR MY FREE BOOK

Professor Henry Dickson, Prin. Dickson Memory School, 708 Auditorium Bldg., Chicago, Ill.  
Send me your free Booklet, "How to Remember."

Name.....

Address.....

City.....State.....

Say—"I Saw it in The Business Philosopher"



235  
Pages  
15  
Full  
Page  
Car-  
toons

# GINGER TALKS

**Sales of Two Million a Month**  
The Course in Salesmanship that Built Them for the National Cash Register Co.  
**Yours for \$2.00**



**T**HINK of a course in practical salesmanship, written straight out of the heart of the greatest selling organization in the world, by a Director of that organization; a course that does not merely describe the selling system of this colossal concern—but **IS THAT ACTUAL SYSTEM ITSELF**—the word for word Ginger Talks of that world famous company to its 1,000 salesmen—the verbatim coaching, the exact specific instruction, the very selling pointers and arguments and inspiration and enthusiasm that built up, through those 1,000 red-blooded salesmen, a business of over two million dollars a month in monthly sales.

**The Pabst Co. Bought it for Its 1800 Salesmen**  
**The Quaker Oats Company Invested \$450.00 in It**  
**1682 Other Giant Concerns Have Taken It for Their**  
**Entire Sales Forces, Many Taking from**  
**100 to 1000 Each**

Ask us to send you a list six feet long of these concerns which employ nearly 50,000 salesmen

**GINGER TALKS** are a complete text-book of instruction and pointers on the art of selling goods. They simplify the whole of practical salesmanship; make clear with wonderful illustrations and exact explanations how to make approaches, how to secure attention, how to create desire, how to stimulate to immediate action and walk out with the order. They tell the salesman how to turn enmity into friendship, cold indifference into eager interest, casual inquiries into actual buyers, actual buyers into permanent customers. They touch on a thousand salesmen's difficulties and perplexities and show a way out of each one.

**GINGER TALKS** is the only business book ever written that is as brilliant and fascinating in style and has the same human interest as George A. Ainslie's "Fables in Slang", Billy Baxter's "Letters", or Mr. Dooley's famous conversations with his friend Hennessy. The sentences are crowded with epigrams, sharpened with penetrating wit, lighted up with humor, and made fairly alive with the tones of a master-

ful personality. It is this wonderful combination of solid instruction and brilliant expression—"beefsteak nutriment and champagne style" that has brought Ginger Talks their tremendous sales.

**SEND YOUR GINGER**  
**SHELDON UNIVERSITY PRESS**  
LIBERTYVILLE, ILLINOIS

I am enclosing Two Dollars. Send me a copy of **HOLMAN'S "GINGER TALKS."**

Name .....

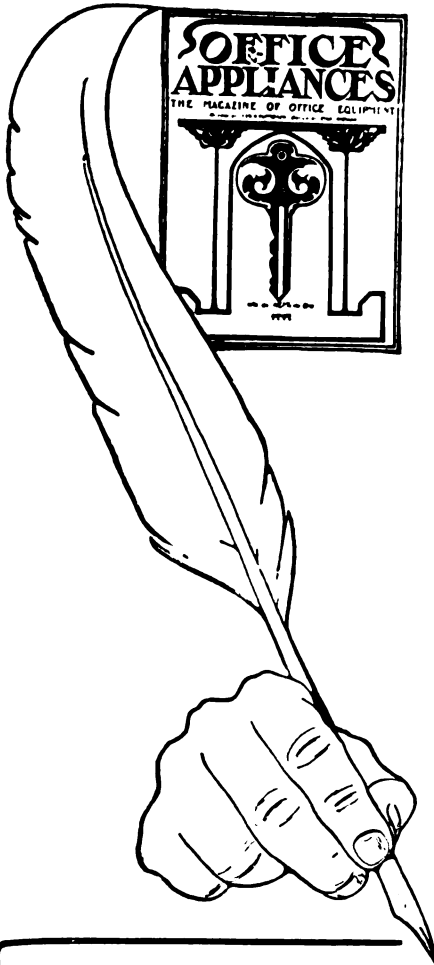
Address .....

State .....

You can enclose \$2.00 and receive a copy of *Ginger Talks* and *The Business Philosopher* for one year

Say—"I Saw it in *The Business Philosopher*"





Sign Here

Date \_\_\_\_\_

Gentlemen:

Enclosed find \$1.00, for which send me OFFICE APPLIANCES for eight months beginning with the current issue.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Business \_\_\_\_\_

## The Value of Office Appliances to You

who are the buyers and users of office appliances, supplies and furniture—you who pay the bills and count the cost—is not based on theoretical plans or ideas. It is the more tangible value of dollars and cents. Its advertisements tell you just what, where and how to buy to simplify office methods, and to save you money in the doing.

If you are interested in installing the very latest devices for the handling of your detail work, Office Appliances offers the *only* medium of gaining a close technical knowledge of those on the market.

**This 140 Page Monthly Magazine of Office Equipment** is in touch with the market place of the modern machinery of business. A universal office appliance gazetteer, a manufacturers' index, a buyers' guide, a permanent exposition of all that is newest, oldest or best in the realm of business equipment.

Time spent in reading OFFICE APPLIANCES is in reality time saved. A few minutes with your Business Machinery Magazine represents HOURS of editorial time, and an infinite amount of patience and skill in the selective process.

## Pin a Dollar Bill

to this advertisement and mail to us today. That dollar bill will bring to your desk for eight months the one technical magazine of all the business world which will keep you, your auditor, your purchasing agent and your entire organization face to face with the firing line of business—abreast of the times and in line with progress.

A Sample copy is FREE for the asking, but why not pin the dollar bill to this advertisement TODAY, and let us start the service at once?

You will see the returns on that dollar grow with each succeeding month.

**THE OFFICE APPLIANCE CO.**

307 Dearborn Street - - Chicago, Ill.

Say—"I Saw it in The Business Philosopher"

## \$100 IN GOLD GIVEN AWAY

A genuine bona fide offer. Read our proposition. Are you a smart speller? We give \$100 in gold and other prizes named below to those able to make the largest list of words from the words **THE ROUNTREE PUBLISHING COMPANY**. You can make at least twenty, we believe, and if your list is the largest you will get the greatest prize. In case of a tie prizes will be divided between highest contestants. Here are the rules to follow: Use only words in the English language. Words alike, but with different meanings can be used but once. Use any dictionary. Pronouns, nouns, verbs, adverbs, suffixes, adjectives, proper nouns, allowed. Anything that is a legitimate word will be allowed. This is the way: Heart, temple, rain, only. Use these words and arrange alphabetically.

The following is a list of the prizes:

\$25.00 for the largest list of words as above. \$20.00 set of Encyclopedia, second largest list. \$15.00 third largest list. \$12.00 set of dishes, fourth largest list. \$10.00 Mission Lamp, fifth largest list. \$10.00 cash, sixth largest list. \$5.00 cash, seventh largest list.

\$2.00 each to the next twenty-two highest.

Subscriptions to the Dixie Home one year to the next hundred highest.

We want you to know **THE DIXIE HOME**, which is one of the brightest and best illustrated magazines in the world, and it is for this reason that we offer these premiums. We make no extra charge for the privilege of entering this word-building contest. To enter the contest it is necessary for you to send us fifty cents for subscription to the Dixie Home for one year, with your list of words. List should be sent at once. The lucky ones' names will be published later. This is a great offer to those that take an interest in such contests.

Address

**"CONTEST EDITOR," DIXIE HOME**

Dept. 13

Birmingham, Alabama




## French Lick Springs

is an all year round resort, famed for its healing waters and the out of door attractions of its climate and scenery. The thousand acres of natural park, walks, drives, golf and other outdoor amusements are charming any season. Hotel is modern in every respect, affording accommodations for 700 guests, with home comforts; all sleeping apartments are outside rooms, light and airy. The winter climate, while crisp and bracing, is dry, sunny and thoroughly enjoyable, and a stay of two or four weeks will prove very beneficial.

### French Lick Springs Waters

possess medicinal properties unequalled for the treatment of stomach, liver, bowel and kidney diseases.

### Pluto Concentrated Spring Water

is recommended by Physicians everywhere and sold at all Drug Stores, in half pint and quart bottles, costing 15c and 35c.

Write for booklet giving full information concerning the hotel, waters, etc.

## French Lick Springs Hotel Co.

THOMAS TAGGART, Pres., French Lick, Indiana  
ON THE MONON AND SOUTHERN RAILWAYS

Say—"I Saw It in The Business Philosopher"

# Ring the Bell Every Time

**WHAT** is it worth to you to be able to ring the bell every time you strike for a customer's order?

What is it worth to you to be able, when he puts forth an objection, to knock that objection sky high with the irresistible force of a selling argument that has been tried and proven by the best salesmen of the best concerns in the world—concerns whose names are household words by reason of the enormous sales these very selling arguments have brought them?

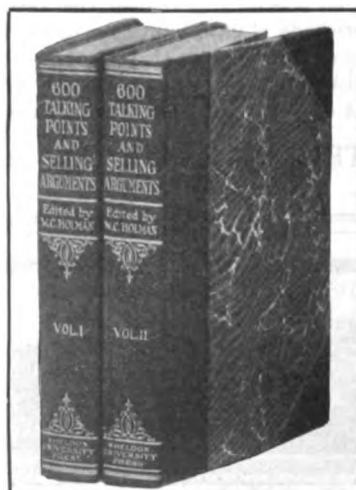
## *What is it Worth To You:*

—To know in advance the objections your prospect will make and the best answer to each that has ever yet been discovered.

—To have a number of answers (in some cases as many as twenty to thirty) to each objection—all irresistible—600 irresistible selling arguments?

—To know that every one of these arguments has been evolved by years of hard experience—improved and made stronger by constant successful use?

—To know that many of these arguments cost thousands of dollars in experience before they were discovered and perfected—and that many of them have sold millions of dollars worth of goods?



## *Every Page Coinable Into Money*

A chemical formula written on the back of an envelope may be worth a fortune; a few figures giving the combination to a safe may unlock a door with millions behind it. Every page of this book contains a selling formula that you can coin into ready money. Every one of these 600 irresistible arguments opens a door that will lead you to more sales and more commissions. You could well pay, if you had to, a green-back for every page of this book; but the cost to you is slight.

## **SIGN THIS COUPON**

Can you afford to pay one-half cent for an argument that has sold thousands of dollars worth of goods—an argument whose discovery cost hundreds or even thousands of dollars in time and experience and actual money of star salesmen and great concerns.

—An argument that will surely close sales for you—that may clear you a hundred dollars in commissions the first day you use it, and hundreds or even thousands of dollars as you use it over and over again, throughout the entire year and for years to come.

Can you afford to pay one-half cent for what is worth anywhere from \$10.00 to \$1,000.00 in actual money-making power to you?

## **Then Sign This Coupon and Mail Today**

THE SHELDON UNIVERSITY PRESS, Libertyville, Ill.

Enclosed please find \$4.00 for your Two big volumes of Six Hundred Talking Points and Selling Arguments.

Name.....

Address, etc.....

**Say—"I Saw it in The Business Philosopher"**

# Advertising

On the surface, ADVERTISING is construed to mean the intelligent use of Newspaper, Magazine, Street Car or Billboard space, but, in a larger sense, it means much more than that.

¶We proceed on the basis that your form letter, your letter-head, your circular or catalog—the atmosphere and tenor of every piece of your printing matter, etc., are a very vital part of the Advertising Campaign;—that much good advertising effect is weakened by a non-co-operative follow-up.

With this thought in mind, we extend to the Advertiser such full and complete service as might be expected of a thoroughly organized and equipped advertising department of his own, and, to this end, every possible help that efficient advertising-merchandising men can be to an advertiser is constantly at the disposal of our clients.

Truly this is out of the beaten path of agency service. It is a basis upon which a considerable business is being built.

*We invite correspondence  
and an opportunity to show  
what we are prepared to do.*

## NICHOLS-FINN ADVERTISING COMPANY

---

---

**Heyworth Building**

**Chicago**

**Service—**

**Desire to serve is the  
source of all the other  
positive qualities.**

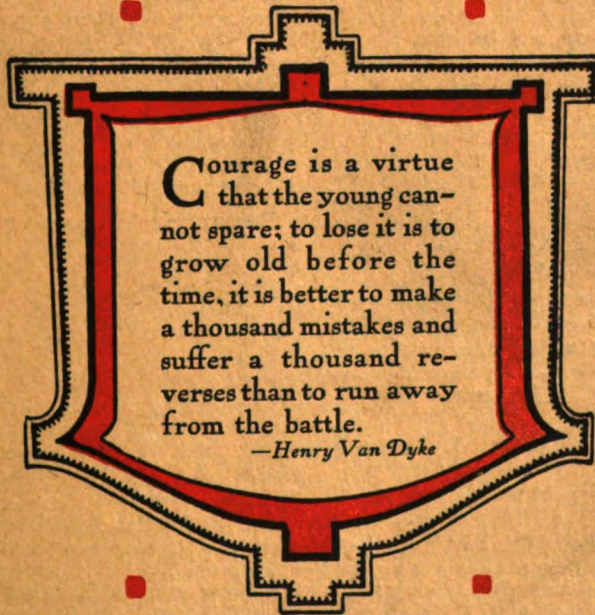
**—Sheldon**



AUG 16 1910

# SHELDON'S BUSINESS PHILOSOPHER

## AND SALESMANSHIP



SHELDON·UNIVERSITY·PRESS  
LIBERTYVILLE·ILLINOIS



# Straight from the Shoulder

**A** GREAT military general, sitting in council of war, once outlined a very ingenious plan of attack.

He anticipated a certain move on the part of the enemy, and by his cleverly devised manouever the latter was to be surprised and completely annihilated.

On paper the proposition looked unbeatable—it simply could not fail.

But—

The enemy never did what the general planned they would—they did the unexpected, and the plan was more of a millstone than a power.

Some systems of educating a man for business might be completely summed up in this little simile. They divide the world of business into various well defined conditions and possibilities, and, by having a student memorize certain things to do under certain circumstances, endeavor to equip him for the vicissitudes of business life.

But business is always doing the unexpected. Tomorrow it will do what has never been done before.

You must give me a few minutes time to explain how far removed from these fallacies are the methods of the Sheldon School of General Development.

We do not believe in conforming a man's make-up to present or prospective circumstances. Business conditions change too rapidly and too constantly.

But we do believe in building and broadening the man all over—broadening his mental grasp, his vision, building up his resistance, systematizing his talents and abilities, and

making him such a well-organized piece of human machinery, that he can naturally cope with any situation which any other human instrument can possibly create.

Thus a Sheldon man knows what to do and when to do it because every faculty has been evenly and temperately developed. He sees the point quickly, he knows his man, he's courageous—a wonderful asset—he's absolutely positive in all things—simply eliminates the negative, and he's ready for every emergency.

Sheldon School teaches in a thoroughly practical way everything that a successful business man needs in his equipment, only the procedure is boiled down, refined, classified and clarified until there is nothing left but the meat, the essentials—and that is what you need.

Sheldon Teaching is the meat of experience, pre-digested by great minds and with it, by close application, any man can improve his selling force, be he a natural salesman or a self-conscious person who never approached a prospect.

Get the Sheldon School literature with this coupon and your interest will begin when the books arrive. You'll enjoy looking it over and the only expense is filling out this coupon and sending it now.

**The Sheldon School, 946 Republic Building, Chicago**

*Gentlemen:* Kindly send me free copy of the Sheldon Book.

Name .....

Address .....

City..... State.....

# CONTENTS

APRIL, 1910

A. F. SHELDON, *Editor-in-Chief* : ARTHUR W. NEWCOMB, *Managing Editor*

|                                                                       | Page                                    |
|-----------------------------------------------------------------------|-----------------------------------------|
| LAFAYETTE YOUNG . . . . .                                             | Frontispiece                            |
| EDITORIAL . . . . .                                                   | by A. F. Sheldon . . . . . 191          |
| RULES FOR THE EFFICIENT LIFE . . . . .                                | by Dr. Luther Gulick . . . . . 197      |
| MCDONOUGH FARM-SCHOOL FOR BOYS . . . . .                              | by C. L. Wilhelm . . . . . 199          |
| YOU MUST ADVERTISE . . . . .                                          | by Arthur Bernard Freeman . . . . . 206 |
| HE WON SUCCESS JUST BY HARD WORK AND<br>STICKING TO IT . . . . .      | by Arthur W. Newcomb . . . . . 207      |
| BREVITY . . . . .                                                     | by Walter Goodwin Storer . . . . . 210  |
| GLEANINGS FROM BUSINESS FIELDS . . . . .                              | by Thomas Dreier . . . . . 211          |
| TEACHING RELIGIOUSLY—PRODUCING LIFE-UNFOLD-<br>ING PROCESS . . . . .  | by Garlen L. Bowman . . . . . 215       |
| THINK THE THING THROUGH . . . . .                                     | by C. M. Falconer . . . . . 222         |
| THE QUESTIONS OF SOCRATIC . . . . .                                   | by Arthur W. Newcomb . . . . . 223      |
| WELFARE WORK AND HARMONY AT THE DODGE<br>WORKS . . . . .              | by C. R. Trowbridge . . . . . 229       |
| EBERHARD—A VICTORIOUS SOLDIER IN THE NEW<br>WARFARE . . . . .         | by Arthur W. Newcomb . . . . . 231      |
| A PRAYER . . . . .                                                    | by H. A. Walton . . . . . 236           |
| LEAVES FROM MY ORDER BOOK . . . . .                                   | by Morton Mayne . . . . . 237           |
| HOW ONE HARD WORKING RETAIL DEALER BUILT<br>UP HIS BUSINESS . . . . . | by B. C. Bean . . . . . 241             |
| STRIKE OFF THE HEAVY SHACKLES OF CONVEN-<br>TIONALITY . . . . .       | by Jerome P. Fleishman . . . . . 243    |
| A WORD ABOUT SERVICE . . . . .                                        | by Milton Bejach . . . . . 244          |
| SOME PRINCIPLES OF MODERN MAGAZINE MANAGE-<br>MENT . . . . .          | by Erman J. Ridgeway . . . . . 245      |
| THE ARGUMENTATIVE EGG-MERCHANT . . . . .                              | by M. Ellis Winter . . . . . 247        |
| TURNING THE DOLLARS—THE KEY TO SUCCESS IN<br>RETAIL TRADE . . . . .   | by Glenwood S. Buck . . . . . 249       |
| THE PHILOSOPHER AMONG HIS BOOKS . . . . .                             | 251                                     |

¶ Two dollars a year will bring the magazine to anyone in the United States or its possessions, \$2.25 in Canada, and \$2.50 in foreign countries.

¶ Requests for "change of address" must reach this office before the tenth of the month in order to insure the proper mailing of the current issue of this magazine. In sending in the new address please give your previous location.

Sheldon University Press · Libertyville, Illinois

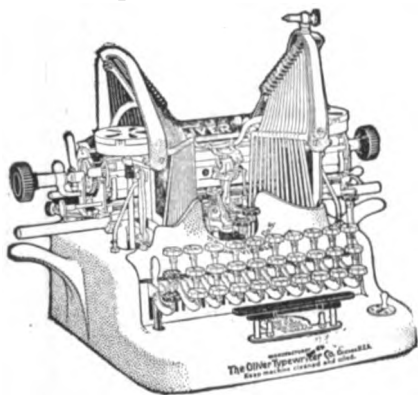
Entered as Second-Class Matter October 7, 1907, at the Post Office at Libertyville, Illinois, under Act of March 3, 1879. Copyrighted by Sheldon University Press.



# Seventeen Cents a Day Buys an Oliver Typewriter

This amazing offer—the New Model Oliver Typewriter No. 5 at 17 cents a day—is open to everybody, everywhere.

It's our new and immensely popular plan of selling Oliver Typewriters, on little easy payments. The abandonment of *longhand* in favor of clean, legible, beautiful *typewriting* is the next great step in human progress.



Already—in all lines of business and in all professions—the use of *pen-and-ink* is largely restricted to the writing of *signatures*.

Business Colleges and High Schools, watchful of the trend of public sentiment, are training a vast army of young people in the use of Oliver Typewriters.

The prompt and generous response of the Oliver Typewriter Company to the world-wide demand for *universal typewriting*, gives tremendous impetus to the movement.

The Oliver, with the largest sale of any typewriter in existence, was the logical machine to take the initiative in bringing about the *universal use* of typewriters. It *always* leads.

## Save Your Pennies & Own an Oliver

This "17-Cents-a-Day" selling plan makes the Oliver as easy to *own* as to *rent*. It places the machine within easy reach of every *home*—every *individual*. A man's "cigar money"—a woman's "pin-money"—will buy it.

Clerks on small salaries can now afford to own Olivers. By utilizing spare moments for practice they may fit themselves for more important positions.

School boys and school girls can buy Olivers by saving their *pennies*.

You can buy an Oliver on this plan at the regular catalog price—\$100. A small first payment brings the machine. Then you save 17 cents a day and pay monthly.

And the possession of an Oliver Typewriter enables you to *earn money to finish paying for the machine*.

### Mechanical Advantages

The Oliver is the most highly perfected typewriter on the market—hence its 100 per cent efficiency.

Among its scores of conveniences are:

- the Balance Shift
- the Ruling Devise
- the Double Release
- the Locomotive Base
- the Automatic Spacer
- the Automatic Tabulator
- the Disappearing Indicator
- the Adjustable Paper Fingers
- the Scientific Condensed Keyboard

### Service Possibilities

The Oliver Typewriter turns out more work—of better quality and greater variety—than any other writing machine. Simplicity, strength, ease of operation and visibility are the corner stones of its towering supremacy in

- Correspondence
- Card Index Work
- Tabulated Reports
- Follow-up Systems
- Manifolding Service
- Addressing Envelopes
- Working on Ruled Forms
- Cutting Mimeograph Stencils

Can You Spend 17 Cents a Day to Better Advantage than in the Purchase of this Wonderful Machine

Write for Special Easy Payment Proposition or See the Nearest Oliver Agent

The Oliver Typewriter Co., The Oliver Typewriter Building Chicago, Illinois

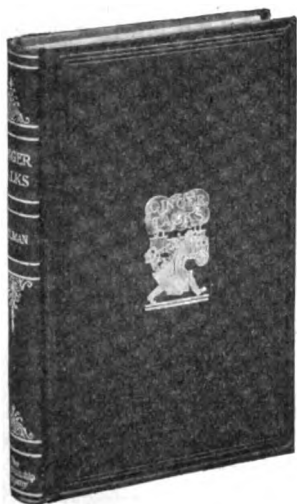
SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# Ginger Talks

235 PAGES—15 FULL PAGE CARTOONS

## Sales of Two Millions a Month

The Course in Salesmanship that Built Them for the National Cash Register Company



### YOURS FOR TWO DOLLARS

**T**HINK of a course in practical salesmanship, written straight out of the heart of the greatest selling organization in the world, by a Director of that organization; a course that does not merely describe the selling system of this colossal concern—but **IS THAT ACTUAL SYSTEM ITSELF**—the word for word Ginger Talks of that world famous company to its 1,000 salesmen—the verbatim coaching, the exact specific instruction, the very selling pointers and arguments and inspiration and enthusiasm that built up, through those 1,000 red-blooded salesmen, a business of over two million dollars a month in monthly sales.

*The Pabst Co. bought it for its 1800 Salesmen.*

*The Quaker Oats Company invested \$450 in it.*

*1682 other giant concerns have taken it for their entire sales forces, many taking from 100 to 1000 Each.*

Ask us to send you a list six feet long of these concerns which employ nearly 50,000 salesmen

**GINGER TALKS** are a complete text-book of instruction and pointers on the art of selling goods. They simplify the whole of practical salesmanship; make clear with wonderful illustrations and exact explanations how to make approaches, how to secure attention, how to create desire, how to stimulate to immediate action and walk out with the order. They tell the salesman how to turn enmity into friendship, cold indifference into eager interest, casual inquiries into actual buyers, actual buyers into permanent customers. They touch on a thousand salesmen's difficulties and perplexities and show a way out of each one.

**GINGER TALKS** is the only business book ever written that is as brilliant and fascinating in style and has the same human interest as George Ade's "Fables in Slang," Billy Baxter's "Letters," or Mr. Dooley's famous conversations with his friend Hennessy. The sentences are crowded with epigrams, sharpened with penetrating wit, lighted up with humor, and made fairly alive with the tones of a masterful personality. It is this wonderful combination of solid instruction and brilliant expression—"beef-steak nutriment and champagne style" that has brought Ginger Talks their tremendous sales.

### SEND YOUR GINGER

SHELDON UNIVERSITY PRESS, Libertyville, Illinois.

I am enclosing Two Dollars. Send me a copy of Holman's "Ginger Talks."

Name.....

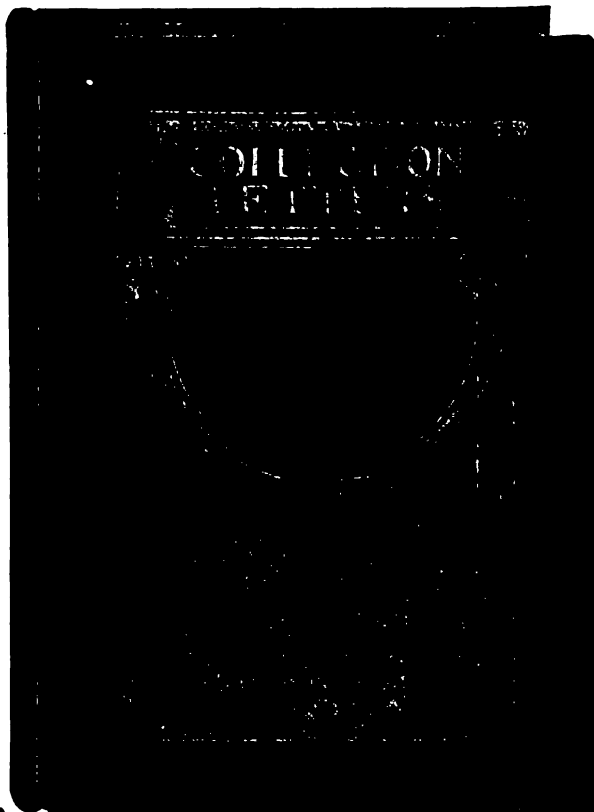
Address..... State.....

You can enclose \$3.50 and receive a copy of Ginger Talks and The Business Philosopher for one year

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# Collect Your Old Accounts

And still retain the friendship of your customers. Learn how to get them to pay up and keep on giving you their business



## A Vexing Problem

Has been solved by one of the best collection letter writers in the United States, a man who is himself a master in the art of collecting outstanding accounts without resorting to harsh measures.

## Collection Letters

Is the title of this most excellent work which contains all the best ideas the author has gained from years of experience as a successful writer of letters that get the money without losing the good-will and custom of the one from whom the money is collected.

## This Book Tells You How

To avoid the snarls and entanglements and losses that too often result from letters which look right and sound right to their writer but which turn out

to be highly offensive to their recipient and cause him not only to refuse to pay but to take his patronage elsewhere. **YOU CAN INCREASE YOUR OWN PERSONAL PULLING POWER AS A COLLECTION LETTER WRITER** by 1,000 per cent. by taking advantage of this excellent book. It is standard size, and especially well bound for constant desk use.

B.P. 2

MODERN  
METHODS  
PUBLISHING  
COMPANY,  
Detroit, Mich.

Herewith \$1.00 in . . . . . for a year's subscription to Modern Methods beginning with next issue. Send me at once, prepaid, as per your advertisement, a copy of your book, "Collection Letters" by Markel.

**Read this Book** before you write another dunning letter and we assure that you will quickly declare it the "quickest action," most profitable investment you ever made. A remittance of \$1.00 will bring you a copy of this book, "Collection Letters," prepaid by next mail, and Modern Methods for one year. Be sure to use the coupon. Address,

**MODERN METHODS**  
DETROIT, MICHIGAN

# Plan to Come to the Sheldon Summer School this Year : *by* Sergeant-at-Arms

**N**OW THAT is my hearty word to you—whoever you are reading this page.

And I am going to give you the reasons—some of them. I couldn't give them all if I were to make the editor mad by filling the whole magazine with them.

First of all, it is agreed that you will take a vacation this summer, isn't it? That being settled, the next question is where will you go?

Where you can get the most for your money—isn't that right?

Now, just figure up all the things that make a vacation just right. Take your time about it. Get them all down in your list. Then see if the list I set down here doesn't match

yours, almost item for item, with a few thrown in for good measure. Here is my list: The open air, the forest, the meadows, a lake, good roads, quiet, comfort, convenience, good food, good water, fishing, horseback riding, sailing, canoeing, swimming, base ball, tennis, basket ball, cross country, dancing, good company, music, simplicity, quick transportation.

Now add to all that the fact that at Sheldonhurst, on the shores of Lake Eara next summer, you will get the personal instruction of Mr. Sheldon and his chosen staff of specialists in man building, business building, salesmanship, character analysis, and practical business



Photo by Edward Dreier

SAILING ON LAKE EARA

## THE BUSINESS PHILOSOPHER

problems, and where can you beat it?

The business world has paid Mr. Sheldon about a million and a half of dollars in the last eight years for his man building and business building ideas.

### • Why?

Because he has helped people to make more money.

He has always made plenty of money himself, in all capacities in the business world, from salesman to general manager and proprietor. He is making money now—by telling people how to make money.

Wouldn't it be a great combination to get the finest kind of a vacation, and, at the same time, get the personal instruction of a man like that?

And you can, at the Sheldon Summer School—and at a very modest expense.

You see, I speak confidently.

This is not an experiment. Mr. Sheldon conducted a Summer School at Sheldonhurst last summer. And, although the first, it was a great success.

You can read what some of those who enjoyed it have to say about it.

But before I yield the floor to them, let me tell you some more about this school.

Sheldonhurst is only thirty-two miles from Chicago, the greatest commercial object lesson of the age—or any age.

It is only about eighteen miles from Ravinia Park, where musical and dramatic entertainment of the highest class are given every afternoon and evening all summer—Walter Damrosch and his New York Symphony Orchestra were there all last summer.

There are two hundred acres of forest, one hundred acres of lake, and nearly seven hundred acres altogether in the Sheldonhurst estate—and it is all yours during the Summer School.

The camp is reached by Chicago, Milwaukee & St. Paul; Minneapolis, St. Paul & Sault Ste. Marie; and Chicago & Milwaukee Electric railways. The stations are Libertyville on the Chicago, Milwaukee & St. Paul; Rockefeller on the "Soo;" and Sheldonhurst on the Libertyville branch of the Chicago & Milwaukee Electric.

Now here is what some of the students of last summer's school have to say:

### More Profitable than Four Months at Military School

This is from Don E. Whittier, of South Omaha, Nebraska:

"I can hardly express my appreciation of the Sheldon Summer School. The two weeks spent with you and yours was certainly more profitable than the four months spent at my military school. I was benefited very much by your personal instruction. I hope to be with you many more summers."

That's the way with all of them. They want to come again and again. It will be the same with you.

### "Enjoyed Every Minute of It"

Here is a burst of genuine enthusiasm from H. M. Gee, of Van Wirt, Ohio:

"Mrs. Gee and I thank you for the splendid time we had at your Summer School. We enjoyed every minute of it, from five o'clock in the morning, when we went sailing on the lake, until ten o'clock at night at the big camp fire, listening to the ghost stories and songs. It was an ideal vacation—it was the best vacation we ever had, and we hope to enjoy many more of them. Hope to bring twenty-five from Van Wirt next summer."

A number of the boys brought their wives, and they were doubly welcome.

## THE BUSINESS PHILOSOPHER

### Greatest Amount of Pleasure and Profit

Here is another one that brought his wife, Mr. H. G. Barry, of Pontiac, Michigan:

"There are some things that we cannot value in dollars and cents. One of these, in my experience, is my two weeks at the Sheldon Summer School. I received a greater amount of pleasure and profit from this than from any other one experience in my life, as far as I know. Mrs. Barry joins heartily in this letter and we hope to meet you at many sessions of the school."

That is putting it pretty strong, but you should have been there, and you wouldn't wonder at it. Get ready to learn how it is by experience this summer.

### "The Time of My Life"

Here is something right from the heart of Mr. C. E. Lilygren, 111 Broadway, New York:

"Please enter my name for the 1910 term of the Sheldon Summer School—for two terms, should you decide to extend the time. I had the time of my life with you, and, when the bell rings for the lecture in the big tent next year, you may surely count on my support in the opening chorus. Seriously, I feel that the instruction I received on the principles and philosophy of true education will be of immense value to me."

Surely must be something mighty good about it when they all ask for more. And Mr. Lilygren wants a double helping next time, if you please.

### Started Right in Life's Journey

Here is a good one—short but meaty—from Fred R. Darmies, of 251 Seventeenth street, Milwaukee, Wisconsin:

"I had the best time at the Sheldon School I ever had. I like the Sheldon mottoes, for I feel that they have started me right on my life's journey. I am glad that you have me booked for next summer."

### Make Your Reservation Now

Tuition for the session will be twenty-five dollars. Board at the big table and a good tent will be ten

dollars a week. For shorter periods, tuition will be two dollars a day—board two dollars a day. Children under fourteen years, half price. The payment for tuition by the head of the family includes the other members. If desired board and room can be obtained at reasonable rates at nearby houses.

Boats furnished free.

Art Koon's famous saddle horses, seventy-five cents for the first hour; forty cents for each additional hour. Single buggies, one dollar for the first hour; seventy-five cents for each additional hour.

The Sheldon Summer School session for 1910 opens on Wednesday, July 27, and closes Tuesday, August 9.

Make your reservation now, if possible. Anyhow, send it in just as soon as you can decide to come, so that a tent may be provided for you, and a plate laid for you at the table.

Bring your old clothes, tennis racquet, fishing tackle walking shoes, riding habit, camera, swimming suit, mandolin, guitar, good appetite, a merry heart, family, and congenial friends.

Use this coupon in making your reservation:

SHELDON SUMMER SCHOOL  
Libertyville, Illinois

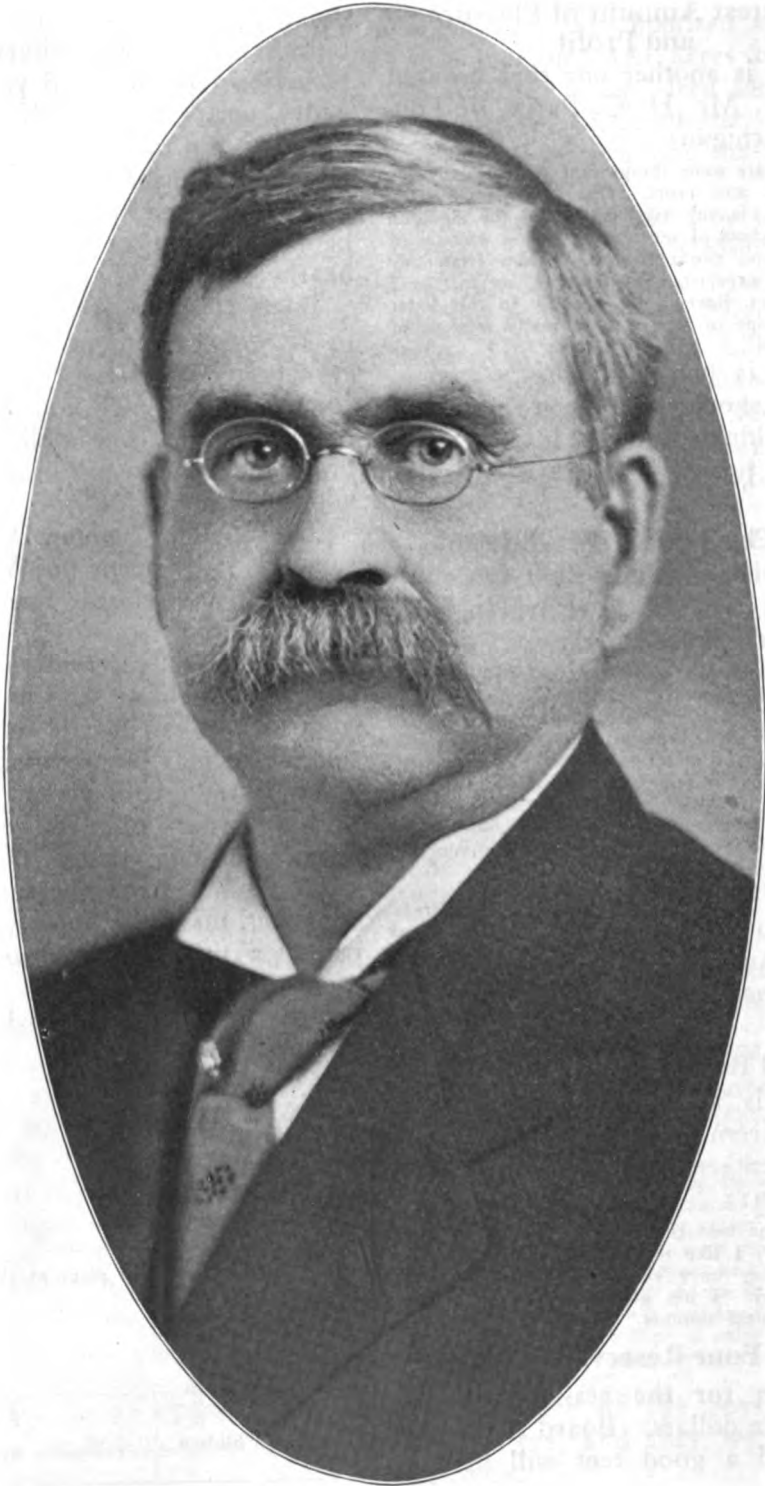
Make reservation for ..... persons

in a good tent, also a place at the table.

..... Men .....

..... Women .....

..... Children .....



**LAFAYETTE YOUNG**

# The Business Philosopher

A. F. SHELDON, EDITOR

VOLUME VI

APRIL, 1910

NUMBER 4

## *By the Fireplace*

*Where We Talk Things Over*

**L**AST MONTH, we had a talk about the training of the will. We found, I think, that we all agreed that this was, in many respects, the most important duty in any man's life.

And we talked over some of the practical ways of developing the will and increasing its power over the whole man—intellect, feelings, body, and even the will itself. But I purposely left out the most important of all the means in our hands for the cultivation of the will, so that I might devote this entire talk by the fireplace to it.

I am talking about habit.

Yes, Hortense, I said habit.

You thought habit was an enemy, did you? Like the alcohol habit, the opium habit, the slang habit, the gossip habit, and the nail-biting habit? Well those habits are enemies—and sometimes very powerful enemies—but their very power shows how mighty a friend habit can be—and is.

Yes, take it all in all, the good habits are more numerous, stronger and more persistent than the bad habits. That is a joyous thing to know, isn't it?

**D**ID YOU ever watch a baby's hand?

What a helpless little bit of soft and almost formless flesh it is! How it jerks about, aimlessly, upsetting things, hitting poor baby on the nose and scratching his ear! When you show the baby a rattle, he may want it and cry for it; but, if he is a very young baby, he can't reach out and take it. Press the handle into his pink palm, and the pudgy fingers will clasp it. But, in a moment, the toy is dropped and the baby begins to cry for it.

Did you ever watch a pianist's hand? Or an expert stenographer's? Or a prestidigitator's? Or a miniature artist's? Or a sign-painter's? Or a lacemaker's?

How they fly! They do their work more rapidly than the eye can follow. And yet with a lightness, firmness, and delicacy of touch that accomplishes wonders in expression, line, color, meaning, accuracy, tone, or some other result that requires the finest adjustment of muscular movement.

What made all the difference between the baby's hand and that of the pianist?

Habit—just habit.



Do you get the full meaning of that?

Look at the baby learning to walk.

How hard he works! How carefully he considers and directs each motion! How often he falls! How few steps it takes to tire him out!

And if it were not for the power of habit, it never would be any easier than that for him to walk. In fact, if it were not for habit, he could never walk at all, for even the few faltering steps he does take are the result of habit. Without the aid of habit, he could not control his feet and legs at all.

And so with all the other things he does—dressing, speaking, hearing others speak, and handling his spoon. We say that he has to *learn* to do these things. By that we mean that he has to form the habit of doing them.

Suppose that habit were weaker; that it enabled us only to control the larger, simpler motions of our muscles. Then the entire power of our minds would be taken up with the direction of a few simple movements, like dressing, eating, and walking. And these would leave us utterly exhausted. Reading, writing, calculating, and all acts involving intellectual vigor and manual skill would be as impossible to us as to a child of eighteen months.

You begin to have a wholesome respect for this friendly giant and miracle-worker, habit. And you want to know him better.

**WHAT IS habit?**

Professor Baldwin defines habit, in his Dictionary of Psychology, as follows:

"Habit is a mental function whose repeated performance results in progressively better accomodation and is accompanied by a feeling of familiarity and increased facility. The function itself is called a habit."

Now let's get that down in simpler language.

Habit is a doing or performance of the mind whose doing again and again results in better and better adapting the mind to the doing, with a feeling of familiarity and greater and greater ease.

Picking that definition to pieces, we notice that habit is a mental thing. It therefore refers not only to physical acts—and all such acts originate in the mind—the body would be a mere dead lump of earth without the mind—but to all mental acts. That is to say, there are habits not only of working, eating, drinking, dressing, walking, playing, etc., but also of thinking, remembering, imagining, feeling, and willing.

In other words, our whole life is a matter of habit.

In the lower animals, what we call instinct is merely inherited habit.

In man, whose adjustment to his environment is many-fold more complex than that of even the highest of the lower animals, much more is left to the formation of habits after birth. And man has a very much longer period of infancy for this very purpose.

Education, therefore, is but the formation of habits by the dual processes of nourishment and use.

Right habits of thinking, remembering, and imagining give their possessor ability.

Right habits of feeling give their possessor reliability.

Right habits of the body give their possessor endurance.

Right habits of the will give their possessor action.

You begin to see what an important thing habit is.

**T**HE THING for us to learn, then, is how to form right habits. The thing for us to do is to form them.

But how? The old, old question bobs up again; "What must I do?"

Before talking about the how of habit formation, let us look a little into the why. Then we shall better understand the how.

Follow a path across the fields and through the woods. That path is a habit. It is easier to walk in it than it is to push through the tall grass and the underbrush. The oftener it is used, the easier it gets to walk in.

Bend a card. It flies back to its original form. Bend it again. It bends a little more easily this time, and doesn't fly back quite so far. Bend it a hundred times, and it remains bent. It has the habit of being bent.

All through the inanimate world, we see materials yielding to repeated or continuous influences.

The shoe finally accommodates itself to the shape of the foot, the tree leans with the prevailing wind, even the flag-stones in the street finally show grooves where they have yielded to the light pressure of the human foot repeated many thousands of times. All these are habits. They are due to a universal principle, in obedience to which matter changes its form through the continuous or repeated application of force.

Now this principle is called the principle of plasticity, and it is peculiarly operative in the brain and nervous system of man.

With these two facts in mind, get the significance of this one:

Every thought, every feeling, every volition of the mind, and every mental message sent along the nerves to the brain and spinal cord, or from the brain and spinal cord to the muscles, causing them to act, makes its impress—leaves its track—in the brain and nervous system.

It follows, of course, since the brain and nervous system are peculiarly plastic, that repeated sensations, thoughts, feelings, volitions, and muscular acts of the same kind will make a deeper and deeper impression—wear a deeper and deeper path—and therefore will be done more and more easily.

You see this exemplified everywhere.

Take the musician, learning to play the piano. The eye sees a certain shaped note placed on a certain line or space of the staff. It conveys a message to the brain. By a laborious act of cognition, memory, and will, the mind decides just where that note is located and whether it is a quarter, eighth, or sixteenth note, remembers what such a location on the staff indicates, directs the eye to the keyboard, where the proper key is found, and directs the proper finger to press that key for just so many beats of the metronome.

After repeated acts of this kind, however, the path from eye to brain and from brain to finger is worn so deep and so smooth that the finger instantly strikes the right key as soon

as the eye has glimpsed the note, and without any conscious effort of thought, memory, or will. In fact, the whole process is taken care of by the lower brain centers. The mind can be thoroughly occupied by other things and the playing goes on smoothly and accurately.

Your brain and nervous system, therefore, are a complete record of everything you think, remember, imagine, feel, will, or do. Yes, and they are much more than a record—they contain the habits that make your life what it is.

And, since you can consciously direct and control your thoughts, memories, imaginations, and acts, you have the power to choose what shall be your habits.

**N**OW APPLY this law practically.

Hold a rigid investigation of yourself and determine what habits you ought to cultivate. Make a list of them, if necessary, to remember them.

Then choose the most important and go after that.

First of all, make a strong resolve to add that good, service-rendering, profit-producing habit to your character. Make this resolution as strongly and as deeply as possible. Sign an agreement with yourself. Tell others what you purpose to do. Get a motto embodying the resolution and hang it up where you will see it frequently. All these things serve to make an impression in the brain and nerves that will make the rest of the work much easier.

The next thing to do is to begin. Get action. Don't permit your resolu-

tion to grow cold for one single hour longer than absolutely necessary. Do the very first thing that comes to hand, in accordance with your new resolve. Be punctilious in the little, easy things—anything to get that pathway started in the proper centers of the brain and nervous system.

Never permit an exception—at least until the new habit is so firmly fixed that it is automatic.

Make use of suggestion.

A suggestion is anything that awakens thought. And you desire to have thought-forces awakened that will arouse feelings and bring about action in the formation of the habit that you desire to cultivate.

Reading and study are valuable forms of suggestion. Read and study the right kind of books and magazines, those that will suggest thoughts and feelings helpful to your new habit.

Environment is powerful in its suggestiveness. Keep, as much as possible, in environment favorable to your new habit.

Meditation, as I pointed out last month, is another almost indispensable form of suggestion, and one of the strongest. Use your reason, judgment, memory, and imagination, especially in the form of auto-suggestion. Make it strong and positive. Keep it up.

Imitation is another effective form of suggestion. We naturally tend to do what we see others doing. So seek the company of those who have the kind of habits you are working to acquire. It will make the task much easier for you.

Finally, remember that part of our talk of last month in which I urged

you to act on every good impulse—not to allow any of them to evaporate with no actual result in doing.

It is at the moment of *doing* that the new set is given or the new impression made upon the brain and nervous system. In time, the impulse will act upon your brain and nerves just as the note on the staff does upon those of the trained pianist—the act will follow automatically, mechanically, without conscious volition on your part.

Then the new habit, no matter how hard it was to start, has become so easy that it takes practically no will power at all to keep it up, and you can begin with the cultivation of the next on your list.

Does that sound arbitrary and artificial to you?

Why, bless your heart, that is just what you have been doing all your life!

It has been one unbroken succession of making your acts habitual so that you could have the time, attention, thought, feeling, and will set free for the cultivation of new habits.

First you had to acquire the habit of using your eyes. When you had trained the mind to control them without conscious effort, then you began on your hands. Next came your organs of speech, perhaps. What a wonderful habit is speech! The thought is born in the mind—it ripples off the tongue without effort or thought of the control of the vocal cords, the placing of lips, tongue, cheek, teeth, and palate. And yet, when you first began to learn to talk, you had to acquire the control of each one of these by hard work. Until you had the brain and nerves trained to control these organs by

reflex action, you talked “baby talk.” With this out of the way—or at least well begun—you took up the habit of walking and acquired that. Then came dressing yourself, feeding yourself, handling your toys, drawing crude pictures, printing capital letters, etc., etc., each a habit to be cultivated so that you might be free to go on and acquire the next.

So the way I have pointed out is the natural way.

And it is the only way to success.

Your success depends upon you.

And you are the sum of your habits.

NOW let's talk a little about some of the particular habits that have to do with our power to serve to the end of satisfaction and profit to both buyer and seller.

We will take it for granted, at the outset, that you are cultivating habits of observation, concentration, reason, judgment, memory, constructive imagination, earnestness, honesty, justice, kindness, loyalty, decision, initiative, industry, and perseverance. That is taking a great deal for granted, I admit.

Look the list over carefully and be sure that I am not taking too much for granted in your case. If I am, there is work for you to do right there before you go any further.

You cannot serve, to the end of satisfaction and profit to yourself and to those whom you attempt to serve, unless you have these habits.

But let us have a look at some others.

There is the habit of health.

Health a habit?

Yes, health is a habit, and the result of habits—right habits of think-

ing, breathing, drinking, cleansing, exercising, eating, relaxation, recreation, and sleep. When you do these things right habitually, you save time, thought, and energy. And you have the health habit.

That's a great asset, isn't it? And worth all the trouble it takes to get the right habits.

Then there are the habits of order and system.

If you and I had, as a steady income, all the money that is wasted and worse than wasted on account of habits of disorder and lack of system, we could pay all of the expense of running the national and state governments of the United States, and still have some over for our own spending money.

And yet these two habits—order and system—can be made second nature with every one of us.

Let every man, woman, and child acquire these habits in little things, and all the rest would take care of itself—would work without thought or conscious exertion of the will.

Punctuality is another high-service habit—a success habit. It saves time, wins friends, increases confidence, and saves friction.

Speed and accuracy are impossible, in any work requiring any degree of skill, without conscientious, judicious habit-forming. Watch the work of any expert stenographer. He takes notes at as high speed as the average man can talk, getting every word, and getting it accurately. And yet stenographers tell me that their thoughts are often busy with other things, even when they are taking the swiftest dictation, and that they can not even tell what the dictation

is about without consulting their notes. Just habit, painstakingly formed. Now the lower centers of the brain and the nervous system operate the whole apparatus, from ear to pencil, without burdening the mind. And so you can get the speed habit in your work. It will pay.

Now here is another habit, different from the rest—cheerfulness.

Yes, cheerfulness is a habit, too. It can be cultivated, just like the rest. It's all a question of your desire. If you desire cheerfulness strongly enough to obey the laws of habit in acquiring it, then it is yours.

And there's an asset for you!

It will make your health better, your eye brighter, your self-confidence surer, and your energy snappier. It will make friends for you, increase your sales, help the other fellow to see the sunshine, and attract the best of everything to you.

Get the happy habit.

A twin to the habit of cheerfulness is the habit of enthusiasm.

Go after it, just as you set out to acquire the habit of always putting on your right shoe before putting on the left. Wear its channels deep in the brain and nervous system by repeated efforts. It's worth a world of effort. Enthusiasm gives vitality and vigor to all the other positive qualities. It overcomes difficulties, wins over the hostile and the indifferent, carries you through discouragement, and lightens every task. Great habit, enthusiasm.

AND SO that is our talk about habit.

Now to show you a little more definitely its importance in the development of the will.

As we found in our former talk, the greatest enemy to the progress and success of the individual is the weakness and inertia of his will, especially in perseverance.

If the will had to direct all that you do, even down to such things as dressing, eating, and walking, you can see that it would spend its energies on these things, and have nothing left for progress. But your good friend habit comes in and takes care of those things for you, leaving your will free to attack new problems. Then, if you see to it that these are likewise turned over to the willing servant, habit, you will have energy for still others. Thus you climb up and up, making more and more of the profitable functions of your mind and body habitual, and adding more and more to your power of action.

Habit thus saves you time, thought, energy, will-power, and worry.

Habit gives you speed, accuracy, endurance, self-confidence, and a high power to serve and profit.

Habit is the essence of education. It simplifies action. It baffles weariness. It gives cheerfulness, enthusiasm, and happiness.

I haven't said anything about negative habits and the way to break them. And yet that is next in importance to cultivating the good habits.

Next in importance, did I say?

Excuse me, Hortense, I meant that it is the cultivating of good habits. Because, you see, to break a bad habit, all that you have to do is to cultivate the corresponding positive or good habit.

That's it. Just forget all about the old negative habit in your earnestness in building into your brain and nervous system the new, positive habit.

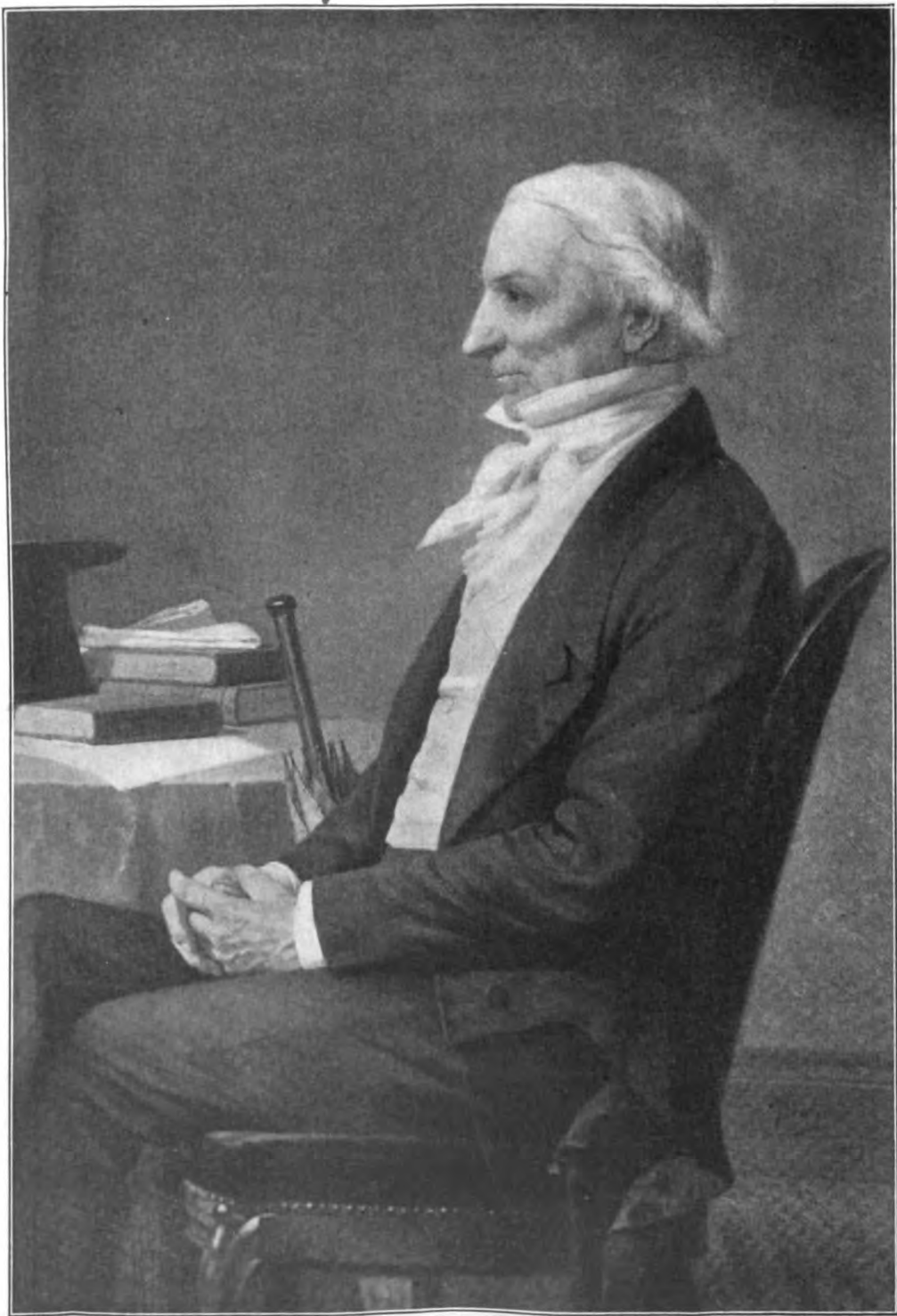
I have told you but a little. The space is so small. But, again I hope that I have told you enough to set you hot on the trail.

This way lies mastery—and success—and happiness.

## Rules for the Efficient Life

By DR. LUTHER GULICK

**F**IRST, read and reread one book during the year. ¶ Second, take a vacation. Go to a new place. Beware of stagnation. ¶ Third, have a line of interests different from daily activity. ¶ Fourth, take time for quiet and rest. Work—effort of any kind—breaks down tissue and cell. Rest builds up. Therefore resolve that daily detail and social obligations shall have only so much of each day. Religiously take time for quiet.



**JOHN McDONOUGH**

# McDonough Farm-School for Boys—Success in Man Building : *by* C. L. Wilhelm

**R**ECEIVING the raw material—the young boy—developing his mind, body and soul—then discharging him a finished product—an all-around educated and developed youth—fit to take his place among those who will develop into real men—this is the daily triune task, facing the faculty of the unique farm-school, McDonough. That the task is done well, is demonstrated by the roster of its graduates, which shows men successful in all walks of life.

The school is interesting—not only to the historian, and political economist and business man, but to all those who would trace, albeit on a miniature scale, the development of self-government, financial institutions and other factors in the development of civilization.

Of special interest to the psychologist, are the methods used at the school, of culturing the boys' minds; to the physical advocate, the fresh and out-door methods of instruction and to the business man, the practical form of the education given.

Back of the school and its work looms the masterful figure of the founder, John McDonough. The dual character of this man is of much interest. The single idea clung to tenaciously by the man, of education for the youth, shows his strength of mind. In marked contrast are the aspects of his curiously blended nature, at once

queer and retiring, or pessimistic and moody, or penurious according to the viewpoint taken of him by contemporaneous observers.

John McDonough planned but one purpose in life; that of providing practical education for boys, and he clung to it. The McDonough School is the realization of that plan. In the establishment of open

air work, and of farm work combined with intellectual instruction, McDonough was a real pioneer, and he blazed the way for those who now follow these methods in many educational,—or quasi-educational institutions.

At the top of one of the low, fertile hills that cover much of the country to the north and west of Baltimore, stands the McDonough school.

As the visitor stands upon the north portico of the principal's house and looks out over the fields of corn, wheat, and clover, whose ample breadths fall grad-

ually away toward the water course below, his eyes find relief from the glancing, undulating light of the hot, open ground in the dark, quiet, yet various green of the woods that crown the summer hills.

On the high eminence far to the northeast stands the Garrison Forest church, whose foundation goes back to the first half of the last century, when the Reverend Benedict Bourdillon suggested the building



DR. MORELAND



of a "chapel of ease for the accomodation of the forest inhabitants."

A few miles to the eastward is the small stone fort, with its loop-holes for muskets, which was garrisoned by Captain John Risteau, high sheriff of the county, when the raids of the fierce Susquehannoughs kept the border in fear. From this building the region takes the first part of its name of Garrison Forest.

This school was founded by John McDonough, who died in New Orleans forty-five years ago.

#### Who John McDonough Was

Born a poor boy in Baltimore, he went to Louisiana shortly after reaching his majority, and began life there at an important epoch in our history. France was just transferring to the United States the vast territory beyond the Mississippi. Mr. McDonough prospered, and became one of the largest landholders in the world.

Tradition says that his early manhood was not untinged with romance; but the pride of a Spanish beauty in one case, and differences of religious faith in another, condemned him to a solitary existence, which found its greatest solace in cherishing two noble schemes of beneficence—one, the liberation and colonization of his many slaves, for which he prepared them by giving them an opportunity to earn their freedom through their own industry and faithfulness; the other was the accumulation of a vast fortune which should be devoted to education.

His views concerning education were farsighted and statesmanlike.

As early as 1838 he wrote: "It will be permitted me to observe that I am and have long been convinced that the first most imperative and sacred duty which every government is bound to perform, and which rulers and legislatures cannot avoid the performance of but under the heaviest responsibility to heaven, is that of providing by law for the education of every child within the limits of their respective governments. To that end parents and guardians of youth should be made, under heavy penalties, to send their children to schools supported under a system of general taxation at the sole expense of the government. I will add that the first and principal

object I have at heart, the object that has actuated and filled my soul from early boyhood with a desire to acquire fortune, is that every poor child may receive a common English education."

At his death he left his property to be divided equally between Baltimore and New Orleans, to be forever sacredly set apart for the purposes of education. The utilization of these funds was long delayed by litigation and the exigencies of the civil war.

He desired that McDonough should be a "farm school," and directed that there should be purchased several hundred acres of land near Baltimore. According to his view, the boys in attendance, while securing a substantial English education, should also become familiar with the varied work of a farm, including the implements used, the products raised, and the natural objects of field and forest.

This knowledge, he believed, would help to make them intelligent, sensible men, whether they should become practical farmers or not. They were to be trained in the class rooms with the distinct understanding that each youth would probably be dependent upon his own exertions for livelihood and advancement. They must therefore be taught to be thorough in their work, capable of clear, independent thinking, and able to use the knowledge they secure with precision and promptness.

Particular attention was to be paid to music, that it might furnish delight and inspiration both during the school period and in after life.

#### McDonough's Rules of Life

It was one of his strongest desires that God be revered and worshipped, and his counsel sought by the daily reading of His word. Order, obedience, truthfulness, honesty, industry, kindness, and good manners were to be constantly inculcated.

These morals are exemplified in a set of rules for himself, which he drew up in 1804. The rules are as follows:

#### RULES FOR THE GUIDANCE OF MY LIFE IN 1804.

Remember always that labor is one of the conditions of our existence.

Time is gold: throw not one minute away, but place each one to account.

Do unto all men as you would be done by.  
Never put off till tomorrow what you can do today.

Never bid another do what you can do yourself.

Never covet what is not your own.

Never think any matter so trivial as not to deserve notice.

Never give out that which does not first come in.

Never spend but to produce.

Let the greatest order regulate the transactions of your life.

Study in the course of your life to do the greatest possible amount of good.

Deprive yourself of nothing necessary to your comfort, but live in an honorable simplicity and frugality.

Labor, then, to the last moment of your existence.

Pursue strictly the above rules, and the Divine blessing and riches of every kind will flow upon you to your heart's content; but, first of all, remember that the first and great study of your life should be to tend by all the means in your power to the honor and glory of the Divine Creator.

JOHN McDONOUGH.

NEW ORLEANS, March 2, 1804.

The conclusion at which I have arrived is that without temperance there is no health; without virtue, no order; without religion, no happiness; and the sum of our being is to live wisely, soberly and righteously.

#### Policy of the School

The conditions of admission to the school are as follows:

The candidates must be poor boys, of good character, between the ages of ten and fourteen, sound in body and mind, of respectable associations in life, residents of Baltimore, and successful in passing a competitive examination.

The terms of the founder's will gave Baltimore boys the preference so long as that city should furnish a sufficient number of candidates to fill all vacancies; after that, competition might be thrown open to other seaboard cities. As there are now five applicants for every vacancy, this latter provision is not likely to become of practical value to other cities.

The boys remain until they are sixteen years of age if their progress and conduct are satisfactory. By superiority of scholarship and excellence of deportment they may obtain the privilege of remaining another year. Once admitted to the school, all their expenses for clothing, tuition, and care are paid by the institution.

Care is taken that this generosity shall be entirely free from any conditions that would produce a humiliating sense of dependence or otherwise interfere with manly spirit.

All the boys are required to do certain work connected with the administration of the school, such as making up their own beds, cleaning rooms, etc.

#### Time Allotted to Work

During the school session of forty-two weeks, from August to June, a portion of the afternoons and of the Saturdays is devoted to manual work. The time so applied averages an hour and a half a day, or nine hours per week. At some time during the ten weeks of summer vacation the boys have a week or ten days in which to visit their friends.

The remainder of the summer is spent at the school, and is entirely devoted to manual training. During this period of two months the boys are employed in various kinds of work below noted, for six hours or more per day. It is in this portion of the year that the most effective part of their technical training is given.

#### Farm and Garden Work

Almost every day, when the weather permits, squads, each under an officer, are sent to the farmer and the gardener. Work such as they can do is carefully laid out beforehand, and the squads are arranged with reference to their previous experience.

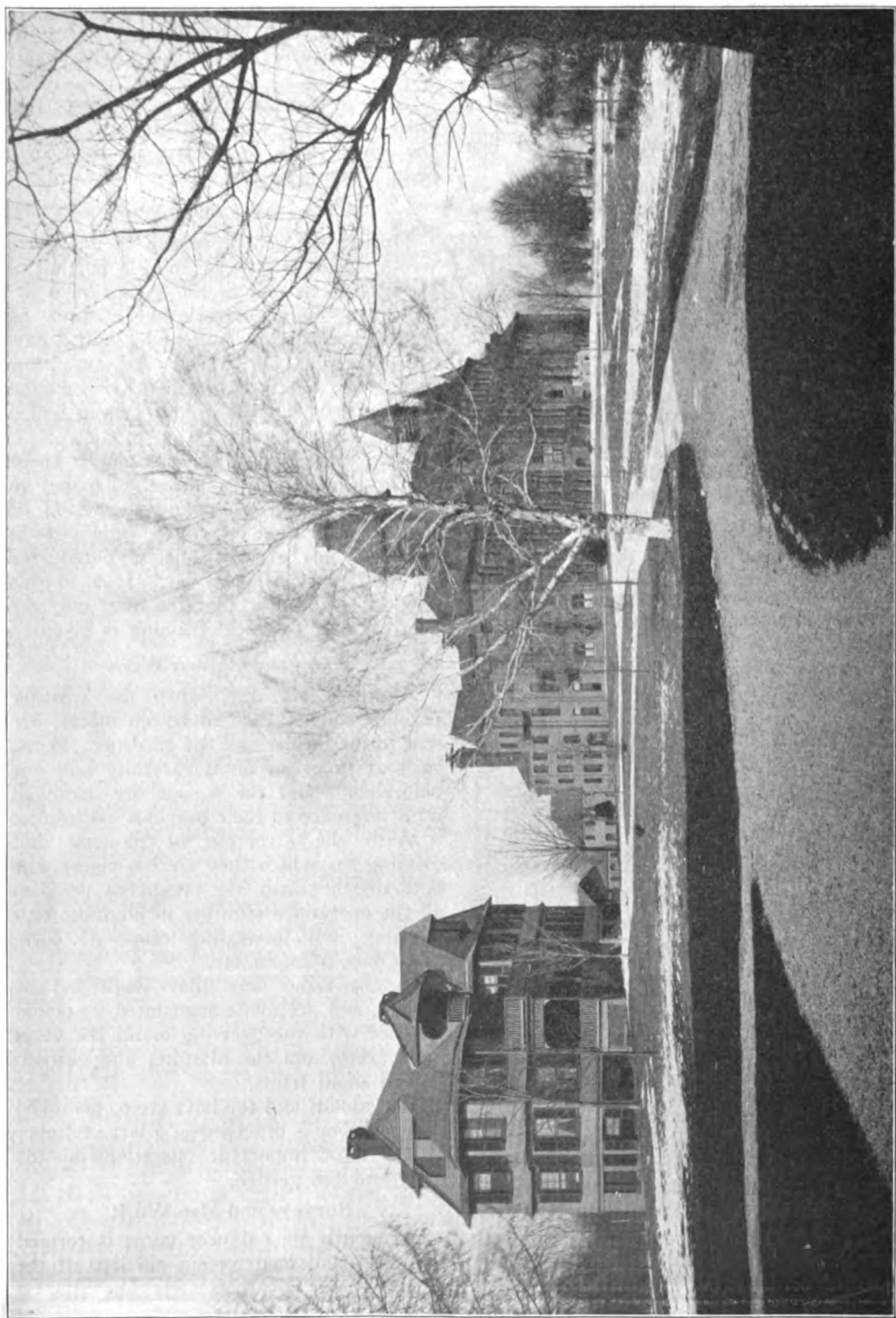
With the exception of plowing and driving, for which they are too young, the boys on the farm are taught to perform all the operations requisite in planting, cultivating, and harvesting crops of corn, grain, hay, potatoes, etc.

In the same way they work in the garden, and are made acquainted by actual practice with the growing of all the vegetable crops, and the planting and cultivation of small fruits.

The squads and the boys are so arranged that each boy is practised in a large number of the most important operations of the farm and the garden.

#### Surveys and Map Work

Frequently an engineer corps is formed to survey and map certain portions of the farm.



THE McDONOUGH SCHOOL

Manual training at McDonough is employed more as a means than as an end, more for the purpose of securing mental and moral discipline than for teaching the trades; yet not a few acquire here a knowledge and skill which become available as a means of livelihood. Many a good civil engineer, architect, carpenter, printer, or machinist here builds the foundation for a substantial superstructure.

#### The Band

Organized in 1899 with eleven members, the band now numbers fifteen. It furnishes music daily for the military drill, and plays on public days and at other times during the year. The members practice in their own time. The instruments are: four cornets, three clarinets, five horns, two drums, and cymbals.

#### Religious Instruction

A chapel service is held every morning and the exercises of the school are closed with sacred music. On Sunday at 8:45 a. m. Sunday school services begin, and continue about an hour. At eleven o'clock the boys assemble in the large school room and spend a short time in studying the lesson for the following Sunday.

#### The Equipment

The school grounds embrace eight hundred and thirty-five acres, an area of about one square mile and a quarter. Three hundred acres of this land are forest, containing among others many nut-bearing trees, which, with grapes in the thickets and berries on the borders, make a paradise for birds, squirrels, and boys.

Clear, cold brooks run through and along the sides of the estate.

The soil is fertile, and the farm yielded last year two thousand bushels of wheat and about the same quantity of corn.

The garden, vineyard, and orchards supply an abundance of fruit. Situated near the center of the farm are the school buildings, which cost two hundred and fifty thousand dollars.

#### An Interesting Form of Primitive Self-Government

The following matter is from a work titled "Rudimentary Society Among Boys" by J. Hemsley Johnson, A. B., and

reprinted in booklet form by permission from "John Hopkins' University Studies in Historical and Political Science." The work is quite scientific and exhaustive:

Over these teeming eight hundred acres the "McDonough boys" roam at will, each according to his ability striving to become a mighty hunter in the earth.

During the first spring after the opening of the school the boys found the woods abounding with birds' eggs and squirrels, which they might have for the trouble of taking. During the autumn they gathered chestnuts and walnuts and stored them away to be cracked and eaten before the big fire in the school-room.

Whether in spring or in autumn, all who went to the labor of searching were rewarded with an abundance.

When the frost had killed the green shoots and troubled the rabbits to get a living, every boy that chose to do so set traps in the swamps and ditches, and baited them with sweet-smelling apples, or more pungent and effective onions.

The ground was then regarded as the property of the community, and while, like the ancient Teutonic villager, each "McDonough boy" took pains to exclude strangers from the *Mark*, each regarded himself with the rest as a joint owner of the harvest of nuts, and all had equal rights of hunting and trapping in the waste.

As in the precursors of those Aryan villages of the east, recently studied by Phear, "land was not conceived of as property in the modern sense, or as belonging to any individual." The whole was common to them all, and every boy had a right to a portion of the fruits of the ground.

The informality of the Russian Assembly is naturally exceeded amongst the school-boys. In the Russian body, every man is so independent that the Village Elder has only the semblance of a presiding officer's authority, without the power even to call a member to order.

At McDonough no president is known.

Whoever is most influential takes the lead in despatching the business of the moment. It is not, however, necessary to break the wind of our comparison by driving it too far; all that is desired is to

point out the general similarity of the Assembly at McDonough to a typical village council.

#### Peace and Good Order Enforced

Inquiries into the customs of the "McDonough Boys" cannot be carried far before one is struck with the peace and good order generally prevalent in the community. Fights between angry boys do sometimes occur, to be sure, but the belief of the authorities of the school is that the number of these combats has steadily decreased with the lengthening life of the institution.

Little fellows who have not lived at the school long enough to have become imbued with the general feeling often tug and strike impotently at each other; but the older boys so seldom ask the decision of the fist that a fight between two of them is an event never to be forgotten, which tradition hands down with greater embellishment at each succeeding year.

When a combat does begin it rarely happens now that the matter at issue is connected in any way with rights of property. Insults and bullying may lead to fights, but disputes over nests or trees usually come to a peaceable end.

Arbitration, the ordeal, and the wager are not the only modes of settling quarrels practiced at McDonough. All the boys near the scene of a dispute are sometimes appealed to for the decision of a controversy.

The simplest instance of the exercise of judicial power, by a number of boys together, occurs when several of them are inconvenienced by some wrongful act of one. They summarily decide his guilt, fix his punishment, and execute the sentence upon him.

#### The McDonough Boy's Judicial System

It is apparent that in the operation of the somewhat complicated system of property heretofore described, it is impossible to avoid disputes, and other causes of contention are not wanting.

The inconvenience of fighting over all these matters has led the boys to invent an archaic judicial system, which presents almost as many analogies to primitive usage as to the customs of land tenure

already described. Perhaps no savage usage is more widespread than that of an appeal to chance to decide questions of fact. "The almost universal test among savages of guilt or innocence, where there is a want or conflict of evidence, is the ordeal," says Farrer.

The idea of common ownership shown in this regulation is apparently the same as that which led to those periodical redistributions of the land, of which, according to Maine, traces are found in all countries inhabited by people of Aryan descent.

When the Russian *Mir* makes an allotment of arable land to each household proportioned to the number of its members, and fixes the date of the harvest; when the Dutch *Haagespraak*, or village assembly, fixes the day on which the horn shall blow to mark the time for cutting the corn on the village land, the object is the same as that of the assembly at McDonough.

Equality in the shares of the fruit of the common domain is the desired result. In the adult communities the body making the re-distribution is well organized, and in arable land equal shares can be easily laid off; while among the boys their political machinery is imperfect, and the walnut trees are too far apart and too irregular in value to permit a fair division. The differences, however, seem to be differences of degree only.

#### An Ancient Custom Revived

When a boy found a nest, he laid a dead limb against the trunk as a warning to others that the tree had become his, and was no longer common property, to be taken by any one passing by. Rights thus acquired were not always respected by the covetous, and eggs were so often taken from marked nests as to lead to an intolerable condition of quarreling and fighting. The community then interfered to regulate the use of the *Mark*.

After much angry discussion the assembly adopted the plan of nailing upon the trees a ticket bearing the finder's name and the date of the discovery. This ticket gave to the boy whose name it bore a right of property during the rest of that year to all

the nests that might be made in that tree and to all their contents. On the last day of December all titles were to lapse, to be renewed only by a new ticket.

Before the first bluebird has laid her pale azure eggs in the leafless orchards, the egg-hunters, in conformity with this statute, provide themselves with strips of paper bearing their name, and the date, thus:

MILLER & CROOK  
1884

These tickets and some tacks they take with them whenever they go into the woods. Where a hollow limb presages the birth of a brood of squirrels, one of these labels is nailed upon the trunk beneath, and another is placed under every crow's nest building in the branches.

#### The Evolution of Commerce

Commonly the primary object of the hunters is to obtain a handsome collection of curiosities, and to enjoy the satisfaction of possession along with the esteem inspired by success; but occasionally a boy hunts with a purely commercial end in view.

I have been told of one who made a practice of exchanging all the eggs he found for the allowance of butter given to his companions at meals. This latter is dealt out to the boys in approximately equal portions of an ounce weight, and is frequently used by them as a means of exchange and measure of value.

A flying squirrel has been known to bring fifteen "butters," and a sling, five "butters." The unit is subdivided once, the fractional piece being known as the "half-butter," and having a purchasing power about equal to that of one cent.

Some boys who entered upon the manufacture of taffy obtained the needed butter by buying it from the rest at the price of two cents for one "butter," payment being made, at the option of the seller, either in money or in taffy.

Their transactions are often so complicated that the boys find it desirable to

lessen the number of payments of this novel currency, and they employ for this purpose a system of verbally transferring their claims from one to another, somewhat as merchants use negotiable notes. Perhaps A buys a knife from B for ten "butters." B has an outstanding debt of the same amount for marbles; and he transfers to his creditor C, his claim against A; who pays to C, or to anyone else whom C may designate.

At first glance this use of butter as money seems laughably odd; but in fact it could be easily paralleled by long lists of articles equally far removed from the gold, silver and paper of our own currency, which have yet served as money in different parts of the world. The wampum of the early Indians is familiar to all readers, and Jevons and Roscher enumerate, among many other substances that have been so used, corn, wolf skins, whales' teeth, and straw mats.

#### The Appeal to Fortuna

In the game of marbles, a very intricate game as played at McDonough, with endless opportunities for difference of opinion, almost all questions of fact are settled by a sort of ordeal. Suppose, for instance, that Edwards, Taylor, and Ferguson are playing, and that but one marble remains in the ring. When this is shot out by Edwards, each of the others cries "second." Apparently, they utter the word simultaneously, but each claims the right to shoot next after Edwards in the next round.

"I had second!" says Taylor.

"No, you didn't: I had it!" declares Ferguson.

Taylor then thrusts his hand into his pocket, and brings it out closed over one or two marbles.

"Odd or even?" he asks his opponent. The other guesses and answers; if his guess is right, he has the second shot; if he fails, Taylor precedes him. Some boys that I questioned, regarded this as nothing but a device to avoid quarrels; but others thought that "something would make a fellow guess right if he deserved to."

Luck is also permitted to decide questions of ownership.

# You Must Advertise, so Advertise Yourself for Success : *by* Arthur Bernard Freeman

**E**VERYBODY advertises! You remember the short-sighted manufacturer who waved away the advertising solicitor with a flourish and—"Nothing doing; I don't advertise!" And you also remember the latter's witty reply of—"Don't you fool yourself, Mister. Every move you make, every word you speak is advertising. When you say you don't advertise, you advertise yourself as a man in sorry need of enlightenment."

Nothing truer was ever said, that men, registering impressions on the minds of other men by every word and deed, are advertising themselves as they really are.

In recounting the wonderful business successes attributable to advertising, and remembering that a business after all is but a composite personality, the wonder is that men do not give more thought to the advertising of themselves, or, to put it in the vernacular, "Blowing their own horns."

We have no sympathy with the swelled-head, windy-chested bore who would have us think he knows it all, who tells us of his many talents and his limitless resources.

But, at the same time, we pity the timid man of ability who, staying in the back-ground, "Hides his light under a bushel."

The man who waits to be discovered, seldom is. Many a worthy individual with ability plus is pushed aside by the livelier chap who lets you know what he can do. The busy business man has not the time to seek you out, but takes the man who has discovered himself and makes it known.

Responsibilities no longer gravitate merely to the man who can shoulder them, but to the man who both can and makes known that he can.

The world takes you at your own estimate. Look well to how you advertise your worth. And fear not to over-estimate yourself—the world will surely push you back into your place wherever that may be. But, let your estimate fall short, the world will never pull you up.

People are no longer wearing beaten paths to the doors of superior mouse trap

builders. Rather are they buying the more easily accessible, though possibly inferior article. For, mark you, *two good things unknown mean less to the world than one good thing advertised.*

If you want to be appreciated, if you want earlier and larger reward for work well done, if you would attract the friendships of real men, advertise, BUT—

Always remember there are two ways to advertise—a wrong way and a right way.

The sure way is first to be sure of your goods. If you sure have character you must live it in the open, every day, every minute of the day, where men can read. If you have ability in a specific direction, if you are doing your work better than similar work was done before, there are a hundred tactful, modest and manly ways of advertising the fact to prospective consumers.

"The reason men don't accomplish more is because they do not advertise more."

Write letters, make calls, talk temperately, have your say at the proper time and place always with a view to giving men a good light on your personality.

Begin today to advertise yourself so that the rays of your light may be reflected by big things ahead. Begin today if you feel you have the goods and know the way.

Have you ideas? Tell about them. Risk being laughed at. Risk appearing immodest. Risk making mistakes. Have you a strong purpose? Tell it. Stamp it on the minds of those who can help you realize it, until you win their support by sheer force of thought. "Dare to have a purpose firm and dare to make it known."

Weigh your merchandise, take inventory of your strength. Study the avenues of advertising, through tactful actions, through wholesome enthusiasm, through initiative and persistence, and, rather than wait for responsibilities to seek you out, push yourself out to meet them half way.

Advertise, and the world is with you. Hang back, and you hoof it alone.

# He Won Success Just by Hard Work and Sticking to It : *by* Arthur W. Newcomb

*How Lafayette Young, Publisher of the Des Moines, Iowa, Capital Rose from Printer's Devil to the Top Rank in Newspaperdom*

**J**UST HARD work and sticking to it!" Now isn't that discouraging?

Here's a man who started in his battle for success as a printer's devil at the tender age of eleven years. Today, he stands one of the most prominent, most favorably known, and most successful newspaper publishers in America.

And yet when I ask him how he won his success, all he has to say is, "Hard work and sticking to it."

Nothing romantic about that! Nothing to fire the imagination of a young man with a vision of some short-cut to glory! Where was the dash? Where the high emprise? Where the genius?

Mr. Young is of the press to his fingertips. He knew he hadn't given me a scare-head story in those six words. But he stuck to them, just the same. And I couldn't force an admission out of him that he had done anything anyone else couldn't have done with the same amount of hard work, and the same adhesive qualities in relation to his job.

## To Escape Hard Work a Misfortune

"No," he said, his eye twinkling, "nothing brilliant about it, nothing glorious or gauzy. It is just a plain case of a healthy man and lots of work. I do not believe there is any way to escape hard work, and I think it would be a misfortune if there were."

Of course, after that shot, the case was hopeless. A man who looks upon any escape of hard work as a misfortune can give no aid or comfort to the ambitious and ingenious youngster who wants to get to the top and is trying to find the "secret" of some successful man's rise.

And so, in this little story of "Lafe" Young, as he is affectionately known all over the country, there is very little to tell except that he had this "secret," the only secret that has ever helped any man to any-

thing worth having in this world, "hard work and sticking to it."

Now just take ninety-nine average boys out of a hundred, take them out of school at the age of eleven and put them to work in a little country printing office. What will become of them? You know the answer.

And they will all tell you that they never had any chance; that they had to go to work so early in life that they never got any education; that the linotype came along and threw them out of work; that nobody can get hold of a newspaper these days unless he has capital or backing or pull, etc., until you would have them thrown out for breaking your heart.

But before you give way utterly to your grief over their hard lot, just cheer up enough to take a look at the way this young fellow overcame all those unlucky (?) handicaps.

## Lafe Young's Fixed Idea

From the very beginning of his work among the types and around the presses, Lafe Young made up his mind that some day he would have a newspaper of his own.

That is the first thing that marks him off from the unlucky ninety-and-nine—a definite idea—a fixed purpose. He knew where he was going, and he was on the way. Some chance of his getting there, compared with the jelly-fish that just drifts with the tide, don't you think?

Well, a boy who is on fire with the idea that he is going to become the owner and editor of a newspaper isn't going to loaf around the street corners and spend his money on things that don't help him toward that end. He does just what Lafe Young did—he saves his money.

Get this, you who have trouble in saving your money:

Save with a purpose, and see how fast your bank-roll will grow.

By the time he was of age, just about ten years after he began washing rollers,



setting up pi, kicking the job-press, and distributing dead matter, this hard worker had stuck to it so hard that he was the owner, editor and publisher of a weekly newspaper at Atlantic, Iowa. And he had bought it with his own money, saved from his wages as a printer.

And about this time, too, he had the nerve to get married. But he didn't "settle down." That is another favorite excuse of the unlucky. "When a man's married and has a family, it keeps his nose to the grindstone so that he never has a chance to push ahead the way the single man can." And the single man, if he is invertebrate, always says he doesn't amount to anything because, not being married he never could steady down to one thing long enough to make a success of it.

#### Making Public Office an Education

But Lafe Young didn't need any excuses. He wasn't looking for them. He had made up his mind to become a leader in the newspaper world, and he made every minute count in getting there.

All day long he set type, ran the press, wrote editorials, obituaries, "wedding bells," general news, "locals," and "personal mention;" solicited subscriptions and advertising, kept books, looked after collections—taking garden-sass, roasting-ears, pumpkins, cord-wood, and bacon when he couldn't get the cash; and incidentally made himself solid in the county by being square, straightforward, fearless, and, above all, by giving quality service in his print-shop and publication.

When night came, he was hard at it under the study lamp, making up for time when he had been out of school, gaining knowledge and wisdom that would help him to give his subscribers a better paper.

Did that kind of work win?

Well, do two and two make four?

By 1873 the readers of Mr. Young's paper had seen enough of the young man to want his services in a little broader field. So they got together one fall day and elected him to the Iowa state senate, which meets in Des Moines.

He generously accepted the office and served so well that the people sent him back again and again until he had been for twelve years a state senator.

But, while he served his constituents to the best of his no small ability, this man made full use of his opportunity to learn more and more about the newspaper business. That was his business. It was journalism and not politics that he had taken as his life work, away back there when he was only eleven years old. That fixed idea held him firmly to his task. He had no political ambition—no intention of remaining in politics. But while he was in, he took advantage of every opportunity to learn, so that, in 1890, he was the right man to go to Des Moines and re-establish The Des Moines Capital, which was then in a state of suspended animation.

And how he did inject the life-blood into it!

"Humph! Just hard work and sticking to it!" he says.

All right, then, Mr. Young, but you will have to admit that hard work and sticking to it lifted the moribund Des Moines Capital to the largest circulation of any newspaper in the state of Iowa, and made Lafe Young a national figure in politics, journalism, and advertising.

Mr. Young is a vigorous writer, a clear thinker, an eloquent speaker, and a man of calm foresight and good judgment. He is much sought after for his sound counsel, and is held as friend by thousands—many of them among the rulers of the realm, many among the common folks.

#### Some Gems of Lafe Young's Thought

Just to show you the kind of thoughts that come to this man who has just worked hard and stuck to it, here are some gems from a speech he recently delivered in Chicago:

"There is nothing worth having in the world that does not bear some relation to friendship.

"Friendship is the basis of peace between nations. It is the beginning of diplomacy. Unless a man is true in his friendship he cannot succeed in anything.

"How splendid it is for us to pause long enough to pay homage to a man who has simply won in business! Nearly all our chaplets of glory are given to politicians. Our huzzahs are for men who hold office, usually, men who devote their lives to politics, to pretending—or at least to an-

nouncing—beliefs, in order that they may seem to be popular.

"And yet here we are celebrating the business achievements of a man at forty (John Lee Mahin). And I say all glory to the man who can, on his own merits, without funds, without patronage, without nominations, without primary elections, do something that attracts our attention.

#### The Men of the Prairies

"Oh, the prairies! Do you wonder why the prairies yield such strong men? As well wonder why the plains of Arabia yield the strong, matchless horse.

"The prairie teaches freedom, self-reliance, and determination. It teaches independence of character and dependence upon one's self; all qualities that must be there in any profession, anywhere, to win. I have sometimes thought that men were fairer in their opinions as to their fellow men when they come from the farms of the prairies.

"New doctrines that affect the human race come from the prairies.

"Yet I concede that a man can be free, self-willed and strong in a great city, because there is a likeness between the prairie and the city. You meet no one on the prairie, and in the city you know no one. You can be as absolutely alone, looking upon the Christmas windows, as the man upon the plains or upon the prairies.

#### The Greatest Thing in the World

"Less than a month ago a childless woman of fifty-five died. On her last bed of sickness she wrote a note to her favorite nephew. She said: 'I remember you, last summer, in all your young, manly strength, your good character, your impulses, and your vigor and life. And I thought then that if I could have had it given to me to have brought into the world such a son, I should have cheerfully borne any pain, and made any sacrifice.'

"Who of us can know the pride that is in the heart of a mother, knowing that the son is strong in everything manly, and yet courageous in everything that subdues the enemies of manhood?

"I was asked not long ago to respond to the toast 'The Greatest Thing in the World.' That seemed easy, and I said Yes.

"Then I began to think concerning this greatest thing in the world, and it was not so easy, not so light a theme.

"I met a soldier of what Roosevelt called the 'Great War,' and I said, 'My friend, what is the greatest thing in the world?'

"'Oh,' he said, 'to have fought in the greatest battle and camped on the morrow on the field of victory.'

"I asked a merchant, 'My friend, what is the greatest thing in the world?'

"'Oh,' he said, 'it is to have the sails of my ships whitening the far harbor and clouding every sea. That would be the greatest thing in the world to me, to be the greatest merchant.'

"I met a painter, an artist, and I said, 'My friend, you surely know what is the greatest thing in the world.'

"'Oh,' he said, 'to be a great painter, to paint a picture that shall be immortal and that will enroll my name among those of the great masters forever.'

"Such was his idea.

"I met a maiden, rosy with health, with the light of the sun and the stars in her eyes and the glory and vigor of strength in her cheeks, and I said, 'My little girl, what is the greatest thing in the world?'

"'Oh,' she said, 'love is the greatest thing in the world,' and to her it was.

"I met an old mother, bent with care and wrinkled with time, and I said, 'My good mother, what is the greatest thing in the world?'

"'Oh,' she said, 'to be young again, to feel once more the thrill and strength of youth in my veins, and to have a lover, to be a bride, to be a mother, to hear once more the prattle of children in the home and hear their footsteps again on the stairs; that is the greatest thing in the world.'

"We go back when we inquire as to the greatest thing, to the human family itself, and we find man created in the image of his Maker, man with dominion over all created things, the greatest thing in the world.

"And who the greatest of our number?

"That man who has said in his strength and in his might to every passion, and to every note of discord in his manhood, 'Peace, be still. I am your master.' That man is the greatest of our kind."

# Brevity

—By WALTER GOODWIN STORER—

¶ Brevity is often the bond between effort and success.

¶ The use of too many words is waste of double time—your own and the man who reads.

¶ A long letter says "Read me later on." A short pithy one: "Read me now and note what I say."

¶ Busy men live every minute in the day—reading superfluous matter is not living; it is trifling.

¶ Men who won't trifle won't be trifled with.

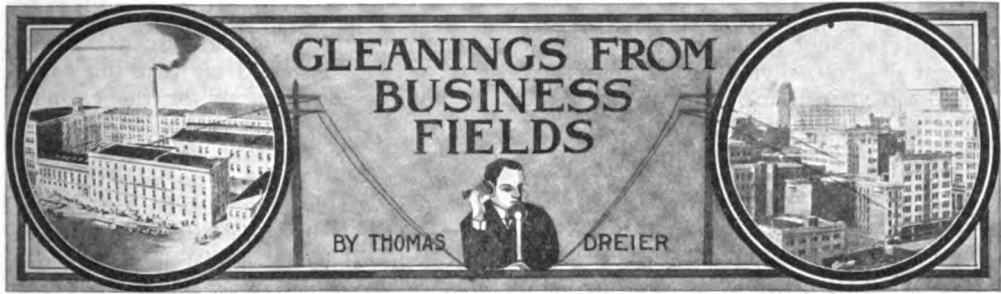
¶ Get to the point at once when you've got a point to emphasize; if you've got several, keep them close company.

¶ You must be concise to be understood; you must be brief to get a hearing. That's just what it means: brevity gets a hearing. Many words get passed by.

¶ Brevity is economy.

¶ In an advertisement every word costs money; don't spend words rashly. Your advertisement not only costs more, it is less valuable—double waste.

¶ A clever illustration is brevity idealized: one glance will tell a tale; one glance will make an impression on the mind.



**H**ONESTLY, old man, I cannot give you any sympathy. I know that your desk is piled high with work, that you are on the job more hours than anyone else, that you feel that you have more work than you can do, that you are worried because things are not up to date.

*The  
Worried  
Worker*

But I have been watching you and there is no one but yourself to blame. You work wholly without a system. You do not have a regular time for the doing of certain daily tasks. If you would take a day off and earnestly try to clear off your desk, and would then determine to attend to each day's business each day, you could go home at night with the feeling that Emerson knew what he was talking about when he said every day is the best day in the year.

You are a hard worker. There is no doubt about that. You really think that you deserve pity because of your hard lot. But the hardness of your job is not due to the work you have to do but to the manner in which you do it. One way to succeed is to do one thing at a time. You haven't learned that lesson. You start one thing, switch to another, go back to the first, start something entirely new, engage in conversation, forget what you started on—and the result of it all is that you are wearing yourself out twice as fast as you would if you worked with a system.

Why not start in tomorrow to clear off your desk. Get right down to the varnish. Work until midnight if necessary. And then get around the morning after and so work all day that the varnish is never long out of sight. Cleanliness is next to godliness, we are told. Cleanliness is next to godliness because it represents system, and

system is that which enables one to obey the great business law of harmony.

*The artist who can realize his ideal has missed the true gain of art, as "a man's reach should exceed his grasp, or what's heaven for?"—Edward Dowden.*

**I**T SEEMS to me that if I wanted a big job in a big institution I could get it without much trouble if I truly desired it. But the chances are that if I went directly after the desirable job I should fail. We most often win by indirection. I would first find the institution with which I desired to be connected.

*Getting a  
Big Job*

Next I would pick out the position I wanted and the track upon which I should probably have to travel before getting it. I would lay out my campaign in advance just as a general would plan his advance into the country of the enemy. With the campaign mapped out I would seek entrance at the point of least resistance. If I had to start as a clerk at \$10 a week, or as an office boy at \$5 a week, I would not hesitate so long as it got me inside. If a clerk I would look ahead and prepare to make a jump. If I could advance but one position at a time, I would advance that one position—realizing all the time that the higher up I climbed the wider would be my range of vision and the more likely would I be to attract attention. My whole aim would be to discover how I could serve the institution, knowing that it is only by serving the institution that one can be served greatly by the institution. And always would I keep my eyes on the goal. Unless I lacked ability, this method of procedure would get me ahead. The employe who never advances is the one who has no desire to advance. The employe

who wins promotion is the general who plans his campaign. And the true general does not object to living on hardtack and sleeping on the ground for a while if he can by so living win a battle which will make him commander-in-chief.

*If you wish exercise, make perseverance your bosom friend, experience your wiser counsellor, caution your elder brother, and hope your guardian genius.—Addison.*

**I**F YOU truly desire to succeed, do what you want to do. There will be found many friends generous with their advice, but the best friend you will ever find is that inner desire which fills you with love for some particular task or calling.

*Do What  
You Want  
to Do*

Napoleon would never have become a world power if he had not been filled with a love for the work he did. He may have been insanely ambitious, he may have loved power over much. But he succeeded in his work up to a high point because he did what he wanted to do.

We are told that too many cooks spoil the broth. In like manner do too many advisers spoil business successes. It is well to seek advice, to weigh and consider, to observe others, to draw lessons from the success or failure of one's fellows. But the man who is a slave to advice will be nothing more than a weather vane, without stability, without power of its own, a plaything of the winds.

The young man and the young woman should seek the work they love and should set for themselves a goal far beyond their reach. If this goal is high enough they can keep their eyes upon it even when they are down in the valley of disappointment and disillusionment. But if their goal is low they will never know the joy of being sustained by the sight of it when they become involved in the petty games into which they may be lured by the senseless mob.

Fill a young person with a great love for a high ideal, with a love for some great work of service, and that person will ride jauntily over obstacles and disappointments and approach closer to the ideal. And the measure of one's ideal is the measure of one's success. The success we win can never be greater than the success we desire.

**L**ET ME stand out for a time as a representative of the outcasts. At the start perhaps I should say that this time I do not intend to speak for the criminals and those whose sins—whatever sins are—are said to be like scarlet.

*The  
Outcasts*

But I do want to speak for those who are outcasts because of something over which they have no control and which time alone can remedy.

Let me plead for those who are outcasts because of their youth.

It may be true that where O'Conner sits is always the head of the table. But if our friend O'Conner doesn't get invited to the feast a poorer man may carve the mental roast.

And so we have in our cities business organizations made up of old men and middle aged men, with a little sprinkling of the younger element. But the committees are for the most part made up of men who have as one of their qualifications length of years.

It seems to me that if I were head of a business organization I would bring in the youthful outcasts and make them useful citizens in the doing of civic work. I would put them on committees. I would make them work hard. Because I know that if they work on committees under the direction of a wise chairman they will develop strength by becoming acquainted in a most thorough manner with the affairs of their city.

They will learn the needs of their town, and the needs of a city are only the combined needs of the individuals in that city. They will learn that as they build their city they build themselves and their own personal business. The Law of Compensation always works and we cannot render service without getting our reward. This never fails.

And it seems to me that the directors of our business building organizations, those organizations intended to build cities as a whole, ought to pay special attention to interesting young men in the public work because the young men will do the running about and the drudgery. And the drudgery is essential and must be done by someone.

Let it be frankly admitted that the young men need supervision at the start. If they have the right sort of stuff in them they will be at the head of the organization at the right time. Like cream the young man of power will rise to the top. But even cream will not rise when thrown out on the ground. And the powers of the young men cannot produce anything unless they are confined and directed wisely.

*It is adversity, not prosperity, which breeds men; as it is the storm, and not the calm, which makes the mariner.—Melvin L. Severy.*

**YOU BECOME** part of all that you meet. When you associate with inefficient, unsuccessful, discouraged, morbid, disgruntled men you are sure to become like them unless you are a man of most powerful personality. Just as the good apple in the barrel of rotten apples will soon become rotten, so will the good man become like the disgruntled men with whom he may associate. The old darkey who said, "Whan youse wants ter ketch fishes, honey, go whar de fishes is," was right. When you want to get success vibrations, inspiration, encouragement, helpful advice, go where men of the inspirational kind congregate. A good worker may become demoralized in a week by hanging around billiard rooms and bar-rooms with loafers. Every ambitious man owes it to himself to associate with men and women of high ideals. The best associates are none too good. Ask a man where he spends his hours of recreation before hiring him. That will show the sort of an ideal he has. The bar-room loafer is a bar-room loafer because he doesn't desire the public library or the clean club. The worker who receives evil sensations cannot be expected to express himself in beautiful, efficient service. He cannot give out what is not within him. If you would become successful, associate with others who are successful or who desire success, read the best books, hear the best lectures, attend the best plays. Remember always that the sensations you receive every moment of your life either add to or subtract from the sum of the sensations which make you a true success.

**WHEN ANY** man begins complaining that the town in which he lives is a dead one, he is standing before the court and confessing his own candidacy for the morgue. When a town is dead it

is dead because the people are enjoying a death-like slumber.

No one need take a correspondence course in How to Work Miracles in order to bring the dead ones to life.

Start something. It may be necessary to make a big noise and engage in Willie Hearst tactics in order to attract attention at first.

But no alarm clock needs to ring as loudly after one has awakened as it does when one is sound asleep. Even a little spasmodic, continuous vaudeville tinkle gets mighty annoying when one is taking that restful after-snooze, and one really is forced to get up and either shut off the alarm or get ready to do things.

And any human alarm clock that lets the sleepy populace of a town shut him off in his laudable enterprise of awakening them really has no business in the alarm clock field.

A person must be a mighty sound sleeper to keep sleeping when some energetic live person is doing acrobatic stunts on the bed.

No sleepy town will stay sleepy if some live person starts something and keeps it going.

If your town or your business institution needs waking up, don't spend time in damning it.

Get busy or get out. You may get thrown out on your head, but when you connect with the pavement you'll have the pleasure of seeing things that shine.

An alarm clock can't get accident insurance in any reputable company, and this business of stirring up the sleepers is not without danger. But as a stimulant and sport combined it has a jungle junta beaten by fourteen lengths and three inches.

Start something.

Liven up the business.

Liven up the town.

Do things.

Quit yawning.

Be an alarm clock and get your fun watching the surprised looks on sleeping faces when you start your noise. Start the fun today.

*Don't flinch, flounder, fall over, nor fiddle, but grapple like a man. A man who wills it can go anywhere, and do what he determines to do.—John Todd.*

**I**T IS a curious thing, but a man who was born before Methuselah and who has observed things from then down to now tells me confidentially that there isn't a blessed thing in this world of enough value to worry over. He also insists that ninety-eight per cent of the things we

### Worry

worry over never really happen. I used to work for a real estate man who had a wife that was taking a vacation in a hospital. He thought she was going to die and spent his days in worrying.

One day he inoculated a customer with a sales talk on a \$15,000 piece of property. It didn't take. The real estate man knew it didn't take just as soon as he made it.

When the customer went out he turned to me and said, "I didn't make a sale that time, and I know mighty well that I could have sold that property to that man if it were not for my mental condition. This worrying is ruining me."

Then, to cap the climax, his wife disappointed him and recovered, immediately finding out her mistake by hearing her husband throw up to her repeatedly that if it hadn't been for her he would have cleaned up half a year's income on that \$15,000 sale. It is said that later she went home to her mother.

Thus did worry lose a sale and break up a happy family.

Alas that it should be so.

Anyhow, what's the use?

Worry is a disintegrating influence. It tears down. It is corroding. No mind and body can stand against it. It generates poison in the system. It militates against success. It kills kindness, love, generosity, destroys the ability to think logically, makes the best food taste like Dead Sea fruit, fills the road to Slumberland with briars and brambles and tacks that puncture, and is never of the least service in the kit of the man who wants to discover the pole of success.

**A**GENTLEMAN by the name of Ponce de Leon sailed many miles across the sea in order to discover the Fountain of Youth. He thought this fountain could be found in Florida,

### The Fountain of Youth

and that all he would have to do in order to slough off Old Age was to get into his bathing togs and slosh around in the water. Of course he didn't find what he sought. Somehow or other we seldom do find exactly what we seek.

No one ever discovered any universal panacea that would protect one against old age.

Oliver Wendell Holmes, who was marvellously youthful at eighty, was asked for his secret. "My youthfulness," he answered, "is due chiefly to a cheerful disposition and invariable contentment in every period of my life with what I was. I never felt the pangs of ambition, discontent, and disquietude that makes us grow old prematurely by carving wrinkles in our faces. Wrinkles do not appear on faces that have constantly smiled. Smiling is the best possible massage. Contentment is the fountain of youth."

Harriman burned himself out in ten years. Someone was asked what Harriman left and the answer flashed back, "He left it all."

Somehow or other I cannot see why one should kill one's self in acquiring power and pelf. Dead folks, so I am told, do not find enjoyment in either of those things.

One can be a good neighbor without living at the pace of those human animals in the pit.

Too much ambition, too much strenuousness, too much work, too much worry—too much of anything is bad.

Get balance and start a smile factory and you will know what it is to be a youth at eighty.

---

"They that won't be counselled, can't be helped,"—as *Poor Richard* says.

---

"What maintains one vice would bring up two children,"—as *Poor Richard* says.

# Teaching Religiously—Producing Life-Unfolding Process : *by* Garlen L. Bowman

*Mr. Bowman is the principal of a school of unique character and proved efficiency, the Dunn County Normal School, at Menomonie, Wisconsin. As he shows in this article, he is a believer in the all-round training and development of the pupil, rather than in the old way of giving him a smattering of accomplishments, filling his head with a mass of unrelated facts—most of which he never uses—and turning him out into the world with untrained feelings, undeveloped will, and weak, puny body—unless, by some good fortune, he has had such cultivation outside of the school curriculum. Mr. Bowman is not only the principal of an efficient school, but a strong and pleasing personality. We hope to have his story in an early number of The Business Philosopher.—Editor.*

IN THE capital city of my native state, the home of so many of our great statesmen, of Garfield, of McKinley and of Taft, in February, 1899, at a meeting of the supervisors of the National Education Association, the assembled superintendents of our nation experienced a veritable educational day of Pentecost when the late Arnold Tompkins stood up among them and made his famous address upon the self-activity of the child as the great factor in its education.

He seemed to be under great inspiration for he began with his manuscript as usual upon these occasions but soon left it for the better expression which was impelled from within.

He seemed to be endowed with special power for he transcended the time limit for his topic, and noticing this, he paused to apologize, but the calls from his hearers to go on came with such force and unanimity that the chairman urged him to continue. He did, and gave one of the most impressive messages that ever sounded from the platform of that organization in its long history of nearly a half century.

His hearers were all of one spirit and so enthusiastic were they that if they had been in any other association of less dignity than this body of teachers, Dr. Tompkins would have been carried from the auditorium upon the shoulders of his admiring associates.

## Deep Meaning of Word "Teacher"

It is from this man I wish to take a definition of teaching, for the reason stated above and for the additional and more personal reason that through the reading of one of his excellent books I found the light in the teaching of children and the manage-

ment of schools. Not all the light by any means, but most of it.

Dr. Tompkins says, "Teaching is the process by which one mind, from set purpose, produces the life-unfolding process in another."

The definition has the commendable feature of great clearness for working purposes, if it be not as complete as some would like to have it.

This view of the teaching process calls for aptitude in vicariousness as the prime characteristic in the teacher. He must be able to place himself in the life-unfolding process of the pupil so completely that he is forgotten by the pupil, thus working unconsciously to condition and direct the life process to right and natural ends. To do this, as Professor Palmer, of Harvard, would have us perceive, he must have a previously accumulated wealth, that is, he must be free from the limitations of ignorance and the restrictions of money matters, for he is to give direction, vigor and character to the life-unfolding process going on in the heart of his pupil, without let or hindrance.

If the true teacher lives at all, it will be in the very lives of his pupils, and he must be thus content to be absolutely forgotten, must give his life that his pupil may live, and that more abundantly.

I have said that he must have great wealth of knowledge, but the great scholar can never become the great teacher, for he has been naturally disqualified in his habitual seeking for scholarship rather than for scholars. He lacks in the aptitude for vicariousness as a result of his bent in his own training.



The true teacher must yearn for scholars as does the true minister of the gospel for souls that are unconverted, as the missionary who faces all sorts of dangers to carry the message of peace to the unenlightened.

These are the real qualifications and their possession is often recognized in the remark, "He is a natural born teacher." Sometimes it is termed a "great personality," or "one who loves the work of teaching as he loves life."

#### **It's All in the Pupil**

In the pupil are the three great means which the teacher must depend upon for the production of the life-unfolding process. There are no others than these, therefore he should understand these very thoroughly in order to give an education worthy of the name.

The first of these is heredity. It has two phases.

The first is those instincts that lie deep in the child-nature and come from the fact that he is a human being that must persist as such and cannot be anything else. There is little the teacher can do with these except to guide them in the best channels.

The second phase is those racial habits that have come from the child's ancestry, those peculiar plusages that make us a race, that make instinctive race characteristics. These have been acquired slowly through the unnumbered centuries of existence and are due to the work of the social systems, largely, that have been imposed upon the individual.

I need not say, perhaps, that only tendencies are inherited.

The child does not inherit a language, but inherits a tendency to language. This is a most fortunate thing, too. This law permits him to learn any language that may be set for him. If none is set for him, he will invent one for himself. This has been proven by actual experiment.

The second great means at the teacher's hands is environment. There are two environments: the real and the objective. It may be a better nomenclature to use subjective for the real and objective for the exterior world.

There is an inner and an outer existence, the real and the unreal in the psychological sense.

All the actions, objects, men, institutions and other things that go to make up the child's surroundings are the elements of his environment.

These two environments are more or less closely related and yet one cannot say that everything in the objective is in the subjective environment, for it is not.

The saloon is in our outer environment but it can hardly be said to be in our real, the subjective.

The subjective environment is made up of the elements the mind selects from the complex objective. Thus, we can say that many of us have the same outer environment, those of the same city, the same neighborhood, the same family, but there are as many subjective environments as there are individuals to make them.

This dual environment explains why the rascal and the divine may come from the same objective school, from the same teachers, from the same Sunday school, from the same neighborhood, from the same family, if you please.

Those who preach each Sunday, preach as many real sermons as there are individuals to hear them. It is easily possible for one to attend church and to remain absolutely out of the real church.

That the results of a great message may obtain one must have a great hearer as well.

Thus one might say, the minister is no better than his hearers make him.

Mark Hopkins on one end of a log with Garfield on the other may make a great college, but it will be due to the subjective of Garfield, the student, when all is said and done.

So one might say the school exists not in the buildings, but in the pupil, and the thing that makes a church possible is the soul of someone yearning for salvation.

From the very beginning of the child's independent existence does the subjective world receive additions from the objective. This goes on daily and hourly during our waking moments, and it may go on even in our sleep.

I thought I should not try to discuss knowledge a priori, for that borders too closely upon the metaphysical for this article, but confine myself to the more prosy region of postnatal life.

I do not wish to be understood, however, that I think there is nothing in the prenatal influences to fashion the subjective of the child, for I do believe it most positively. I think at no distant day we shall recognize this stage of formative forces as being one of the highest importance for those who must instruct children.

The third factor in education is the will of the child. I do not care to discuss that here, for I shall touch it further on as my necessities may demand.

#### **Educating the Body**

I turn now to the relations between the objective and the subjective environments to show how the inner is builded from the outer, how the exterior and unreal becomes the determinant of the child's subjective world.

Hereditary tendencies in the child have by their very nature a discriminating power in selection from the exterior surroundings.

The objective has in its nature many characteristics which give certain of its elements strong preference when it comes to the decision as to which shall enter the region of the real.

The first relation to claim my attention is that of nearness of the objective to the subjective. The law is that the nearer a certain element of the objective is to the subjective, other things being equal, the greater are its chances of becoming strongly influential in building up the subjective. This brings us at once to the learner's body and its activities.

In the early years, actions, doing, are the means almost entirely for the transference of the exterior to the interior world. So important has this law become in the minds of educators that the kindergarten and the manual training schools are fast taking their places in the scheme of education and the teacher is taking an important professional interest in the play-grounds of the child.

Child labor laws have been passed to protect this great and wonderful nervous system bound up in the body of the child, cities are being cleaned up, sanitary conditions are receiving systematic attention, schools are being provided with bathing facilities, and gymnasiums are rapidly entering plans of education, all to preserve the

body sacred to the building up of a near objective so that the teacher shall have less limitations in the production of the life-unfolding process in the human soul.

Say what you will, the body of the learner is the great turnpike over which must come that which makes the real life of the individual.

#### **Importance of the Nervous System**

When I say body I mean, of course, the nervous system first of all, and bone and muscle subordinately.

A human body without a nervous system is a hopeless case and yet the nervous system is not everything in the body. It is central.

The objective acts as stimulation on the nervous system and these result in impressions on the brain structure, which in turn, produces sensations in the mind.

Many of these impressions die before they succeed in getting over the threshold of the mind, many die after they get in, because they are given no place in life there, many waste away with long waiting and grow sick at heart; but some of them are taken up by the mind because they harmonize with hereditary tendencies, or on account of the presence of a teacher are moulded over into ideas and notions which are to act as motor impulses to be realized in expression.

Voice in laughter and groan, speech in song and story, music in the played composition and rhythm of poetry, writing in the book and monument, drawing in line and shade, painting in pigment and perspective, modeling in relief and form, chiseling in marble and granite, and making, are all plans by which man fashions the crude elements of his objective environment into the forms that tell of his inner life, through the outward channels of the motor impulses.

Not what goes in but what comes out determines the life-unfolding process.

Actions, doing of deeds, expressions, these are the determining factors in the fashioning of the inner world.

I know the Master understood this principle well, for he placed the emphasis on the deed—never on the word unless that word was red hot with the living deed back of it. We perceive this in the Golden

Rule, which starts with "Do," in the answers to the questions of those seeking eternal life. Never did he place the emphasis on mere thinking, or mere saying, but on the doing. "Do this, and this, and this, and all will be well."

Many ideas and notions are formed in the mind that are not used as motor impulses to realize in expression. These die in the mind and produce mental toxication, simply a mental poison source with no use for it in all the inner world.

The child's body then is the central means of expression.

#### What Parents Can Do

The first teacher is the mother. She loves the baby's body that we men so often think is uninteresting. But she loves to bathe it, fashion little garments for it, warm it, nourish it, feel of it, press it to her heart, hold it against her own body and enjoy the very physical contact and all this is as it should be.

But the very first thing in the child's life to learn is the care of its own body.

It should be taught how wonderful and how beautiful it is; to keep it clean, to feed it right, to let it grow as it should, to regard it as a temple in which the more beautiful soul is to live, to know what are the health conditions and keep them sacred unto the use of the bodily development, to know well the functions of each organ as far as it is possible, in short to keep it pure in and out are the first and, I may say, all-important lessons in the development of the life-unfolding process.

Play is an instinct of the child.

Here is where the father enters in as a teacher. He should play with his babies very much and keep in constant touch with them.

Now play in the objective sense is neither good nor bad in itself. It may look amusing and all alike. It is certainly natural, but that is not necessarily a virtue.

From the same objective play one child brings to his inner world bad things, and another good things. Temperament plays an important part here of course, for in the play are all his ancestors good and bad.

How the child plays with his own body, with the bodies of other children, is the real thing in the consideration.

The child's intellect is not developed as yet.

His perception is not wide, though it may be intense, his memory has little comparatively to give him to steady his actions, his imagination is erratic, oft-times in the extreme, and he has little or no reasoning power developed.

Thus it is, he needs the intellect of the father and mother acting as one to guide him—an adult head upon the shoulders of the infant, so to speak. This adult head will be valuable to the child in proportion as its owner possesses the aptitude for vicariousness and no further. Happy is the father who possesses this so that he may become the guiding spirit in the lives of his children.

In all of these directive influences never mention the negative in preference to the positive.

Never elevate impurity in the consciousness of the child to secure purity, never wrong to get the right.

If it be there before you get the chance to use the means you prefer, show it no quarter even though you must hurt your child.

#### The Play Instinct—Its Use and Abuse

By our play, are we so often made and unmade for the best things in after life, that keen educators are securing well trained teachers to play with the children. This is a wise move.

Our economic conditions are such as to keep many parents away from their children during these important years, so it behooves a thoughtful state to provide against the evil by getting in on the foundation to provide against much more costly repairs later on in life.

The unfolding life-process given a direction at first may in the accident of harmful hereditary tendencies persist in the wrong direction and do irreparable damage to society in general after habit has fixed the lines of activities.

Thus it will be seen that the field of primary teaching must ever lie close to the bodily actions of the child.

This brings the women into this field on account of the native mother-love for the baby-body.

It excludes the spinster who has soured on life and the woman who dislikes the child as well as the woman who cannot play with the child without spoiling all the spontaneity of the activities.

It will take those spinsters in preference to all others, who have loved and lost and stayed sweet about it, for they will love the child of another on account of the heart-hunger born of visions never realized.

The same principles will apply to the selection of men for these places, but the wage question forbids them to take anything other than supervisory positions or those of the educator.

The play element in education should be kept up all through life.

It should be in every grade of school.

It should be a prominent feature in the period of adolescence as well as in adult life.

We should always remember that the good or evil is in the use which the play serves.

We should strike severely at the evil uses of play whether in the life of the child, the family, the city or the state.

Law, school, sentiment, government must do this. The church is the especial exponent to suggest the good uses of play.

Gambling, cheating, prize systems and all other forms which, by their nature, lead to evil, must be kept out of the games whether they are at county fairs, church fairs, or athletic meets, if we are to get the proper unfolding of the life-process spoken of in the definition quoted at the beginning of this paper.

#### The Educative Value of Work

We come now to another class of bodily activities, called the purposeful or directed. These are put forth for given ends that conserve the interests of the perpetuation of the *species*.

At an early age the child is taught to take care of his clothing, his room, his pets, his garden of plants, his mother and his father, his brother and his sister.

No child should have a pony for pleasure unless he is responsible for the care of that pony in some way. He should feed it, give it a bed and in all ways minister unto it to the end that it may be fitted for better service. The moment he positively refuses

to do this, the pony should go to the child who will.

This line of action demands the power to see ahead, the strength of imagination, the perception of a design, a plan that shall in the end give him results.

The boy doing chores daily has a blessing in this for he must come at a certain time and with great regularity with his individual acts to realize the final result which may be the pleasure of a parent, the sharing in the material benefits ultimately when the property is divided or it may be conscious strength he gains from day to day in the growth of will power, which means character.

#### Design in Nature

There is nothing that trains volition to such high purpose as the study of God's design in nature.

So much of the nature study today is the mere working over of the dry bones of anatomy, description of leaf forms, classification of stems, pulling flowers to pieces to no purpose, pinning insects on cork to vie with each other as to who gets the greatest number of impaled victims, cutting innocent animals to pieces to satisfy courses of study framed by cold blooded scientists, reading books about nature when nature is all about them, and many other things, until one thinks it is a grand scheme to miss the real design of the Creator in his world of which we are a part and the higher part, too, the spiritual guardian so to speak.

I grant that some of this must be done, but we need not overdo it.

To my notion, I believe that it is far better to teach the learner how sweet life is to him and us, how dear to the bird, the animal, the flower, to all creatures on earth, how they have a cycle of life, and that they know nothing but obedience to the law under which they must live and have their being.

The nesting of the bird, the care of its young, the return of the same couple to repeat the beautiful design, are all great powers in the life of a child to show how life is unfolding in him.

Helping a bird to build its nest by supplying material, helping to feed the young by exposing food for the parent birds, add-

ing to the effort in case of the death of one of the parents, are great things to bring into the subjective environment early in the learner's life.

Caging the bird or the animal will not appeal to the mind that understands what it means to the little prisoner. It is in the grasp of its instincts, the voice of God is calling it loudly to act, but it cannot and knows not how to disobey, it is in sore distress but knows not how to overcome its limitations artificially imposed by the cruelty of the higher animal.

No human being who understands the cycle of life of a single harmless being will lift his hand against it. This trains the will through the heart.

Let him see what it is to bind up the broken so the design of the life may be carried out, whether the wounded is a plant, an animal or a child.

Let the primary teachers direct the bodily activity of the young child and let the secondary teachers train him in the inanimate to see design in that.

The teacher of chemistry who simply teaches the mere information in the subject so as to miss the appreciation of law, of design, of the presence of an intelligence, of something infinitely higher than the simple results should resign in the interests of humanity and attend some higher school of learning. So with every teacher of the other natural sciences.

#### Design in Higher Sciences

There is little of real worth if the element of design is omitted in the teaching, even of mathematics.

From the first memory facts in addition table to the limits of astronomy, the teacher should think of this law eternal as the heavens and then will he teach religiously.

He need not discuss the law as such with babies but he should feel it himself. The time comes in the higher mathematics at least, if not in the grades, where something can be said, more higher up at the close of solid geometry, and much more as the study progresses.

The mathematician can mount to God through the study of the sphere.

Just look at it in its perfection.

It has every surface known to the human mind, every solid that can be imagined may be constructed from the elements of the sphere. It is the perfect solid and the planets are spherical, and who shall say the very universe is not likewise in form.

So everywhere, in the high school, in the university, the teacher should have this feeling of the law underneath, this design of things, these cycles in life and allow them to possess him.

#### Training the Heart and the Will

This training of the heart reacts upon the intellect in such a way as to stimulate it to reason, to judge rightly, observe carefully to the end that it may image to right purpose—in fact the child will have a heart that has a deep sympathy with the truth.

When the school leaves the learner with a trained feeling for the truth, it will leave him also with a deep desire to find it out.

A sound mind in a sound body is a fine combination, but it is not the whole game, for all fruit is of the spirit.

This makes a good will. This is of the highest importance, for the will, in later life, stands guard on the boundary line between the objective and the real.

The things we love in the objective pass into the inner by the Yes of the will and the disagreeable remains out by its decisive No.

But this objective environment has powers of itself to push into the inner, past the will, and against the hereditary opponent elements.

The spectacular, the dramatic, the overwhelming, the sublime, the ridiculous, the funny or comical, the grossly deformed, and so on in many and various forms, all have more or less ability to get into the real of the best of us.

The age of electricity gives us a new theater, a new street sign, new dance hall, new illuminations in many lines.

To admit in the objective environment the dramatic or spectacular nasty is to slaughter the innocents with an extravagance that would make hearts ache.

The spectacular, but nasty bill-board, the pretty saloon, the nasty theater, the dirty lives of some dramatic people on the stage and off are intolerable elements in

an environment that must come into contact with children.

The horrible of the slum districts, the deformed from disease, are all capable of getting into the real of a life under the circumstances of a poorly nourished body or a body that has no physical freedom in the activities of play.

These in the objective have great power to create things in the real. Some of the images appear more readily at certain times of life than at others.

The book often gives to the young reader untrue images of life. At the passing of childhood into adolescence the impure image is most likely to get in past the guards and stay in. Hereditary elements are there within to make the image at home. It is entertained until finally it makes itself known in some expression. This expression comes sometimes like a clap of thunder out of the clear sky and surprises the victim and all of his friends.

The dirty imagination comes as the result of the making of the dirty image as a business. This often starts in a dirty body, later is added in dirty play and still later actions which serve a dirty purpose. Dirty books stimulate this just as good books stimulate good images.

#### Symbolized Life

We come now to that part of the objective environment that has to do with symbolized life past and present. The book, the picture, the lecture or the sermon, etc., are particular forms of a vast section of our environment.

The libraries and the book stalls are multiplying at a most tremendous rate.

The schools are teaching reading, writing, mathematics, drawing, manual training and a thousand other things as if these things were all good in and of themselves. There is not a single ethical element in any of these things simply in and of themselves. But we teach them just as if they were the ultimate end of all teaching.

The school has often made its boast that it has nothing else to do than this, and when these things are taught its duty is performed to the utmost.

Sad indeed is the spectacle!

The school seems to forget that the multiplication table may serve the ends of evil as well as those of good.

Reading may develop a sinner just as well as a saint.

If these tremendous implements are to be put into the hands of the wicked, then we cannot commit national suicide quicker.

The word is a quicker process of getting rid of a responsibility than the action or deed.

It is so much easier to say "God bless you" than to act it.

The picture is quicker than the word so the illustrated magazine is driving out the merely word magazine.

We read much. We look at thousands of pictures and straightway forget them.

We started in life bound to things and actions. We were thing-thinkers and deed-doers.

We used to be, when we were little, now we only seem.

We have passed over to the more delightful pastime of becoming symbol-thinkers, for we can do this kind of thinking in a Morris chair and need not move our bodies.

We have symbolized our love to our neighbor, the murder of our fellow man, the woe and the heartache of our distressed brother.

We have studied so many symbolized ideas of our God that all we have is a symbol of a symbol. We are patiently waiting for another symbol, albeit the Master said an evil generation seeketh after a sign.

We have symbolized our spiritual teachers, our church and we have even been abstracting until we have become actually passive in doing and in being. The reading of so many things that can not relate to anything we have experienced only aggravates the case.

#### The Solution: Educate the Heart

But we shall not turn back. We never do. We shall have to readjust and the educational prophet sees the coming event.

They say the twentieth century education is to be dominantly an education of the heart.

This is needed.

The higher nature of the learner cannot be neglected.

The intellect must take its proper place in the development of life and the emotions must receive a consideration hitherto unknown.

The imagination is to have the highest of considerations next to judgment.

The sympathies of the youth are to be trained along with the will power.

Industrial education is to supplement book education.

Hand and heart will co-operate with intellect and the life-unfolding process will involve the whole being under design implied by high motive.

Better trained teachers must be substituted for mere drill-masters and the lesson liberated from all money and other material limitations by better salaries. More that will square with psychology must be done and done religiously.

Finally we must clean up, wipe out all dirty life, clear up our physical spectacular that makes for evil, get into the lives of our children, enforce the laws that tend to keep the child's body sacred to his highest development, give mere intellectual education its true place, train the heart to feel, recognize deed-doing as the greatest means for educating in the home, the early school and the church, study persistently the laws of human development, insist upon expert talent being employed to supervise and direct the child's education, be willing to tax ourselves so that it can be done and bring all the learner into the life-unfolding process so as to leave the highest in him as the ruling force of his life.

This is teaching religiously; the only true way to teach.

## Think the Thing Through

By C. M. FALCONER

[Reprinted from the *Baltimore Area Club Bulletin*]

**F**EW people really think. Most people only think they think; and most of the time *we* fool ourselves in that way, too.

Thought may be defined as "the conscious or purposive development of an idea in the mind." First comes the bare suggestion, either from something we have noticed in the world about us or from some auto-suggestion from within, whose origin is often a mystery. By association the original idea attracts others, until finally it crystallizes itself and stands forth clear and sharp in our mind. Then we can put it in storage and it will keep.

I know a good many people who do not make progress because they have to spend so much time in thinking the same things over and over again. But, don't you know, it is only necessary to think a thing *once*, if you only think it out through to a finish. Then you know it and can't forget it.

My experience, and I have met some very pig-headed people, leads me to believe that the vast majority of people, even those who disagree with us, are at heart fair-

minded. They mean to be just, but they are often unfair, because they reason falsely.

The flaws in reasoning can be grouped under three heads: those caused by imperfect perception or mistakes in observation, those due to prejudice or refusal to accept all the evidence, and those many, many errors traceable to "jumping at conclusions."

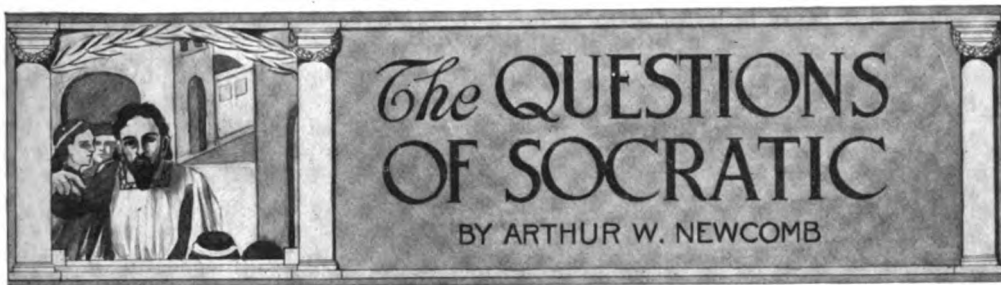
Knowing this, by tactfully leading the other fellow's mind to put all the essential facts together and put them together in the right way, we will find that, as I said, most people are glad to have one help them to be just.

If you fell down that time, whose fault was it?

Was it wise to give the customer only a partial account of your proposition and expect him to violate the laws of thought and jump at *your* conclusion?

Did you make yourself clear in the first place?

Did you get his prejudice out of the way, or not?



### Goode Burdard's Lucky Star

**G**OODE BURDARD was taking himself seriously again.

This was always a sign of wet weather, with moaning winds, low-draped clouds and a general *andante doloroso* movement to the music of the spheres.

Usually, Goode had a battery-ignition, two-cylinder, low-speed sense of humor in fairish working order, and managed to keep out in the sunlight. But now and again, when the road was rough and the pace a little fast, it would get overheated. Then he would get mired in a swamp of gloom and funeral moss.

This time it was his stars, Shakespeare to the contrary notwithstanding.

#### Unrewarded Virtue

"I tell you it's luck—just plain, black, weather-beaten luck," he dirged. "I've got more education than Aldy Bird, I've had more experience with the line, my selling talk has his sounding like the blitherings of a half-witted stammerer, I work harder and more conscientiously than he does, and I can serve my customers much better than he can his. And yet all these avail me nothing. He was born under a whole mid-summer night's lawn party of lucky stars. I must have been born under a mass meeting of the unlucky kind. I have to pull out what few emaciated orders I get with broken, bleeding nails. He just lies down under the tree and goes to sleep—when he opens his mouth to snore, a fat, juicy order drops into it."

"Yes, Aldy's quite a salesman," I observed, turning up my trousers.

"Salesman?" choked Goode, getting out his handkerchief, "salesman? Aldy Bird knows no more about salesmanship than a

sparrow does about grand opera. Take that Capplus order for instance. I spent two months on those people. I worked out an elaborate, scientific campaign, knowing their prejudice against the Anderson system, studied their business and their conditions, had blue-prints made of the installation, bombarded them with letters from our satisfied customers, gave them a jaunt out to Stockton to inspect a couple of plants over there where they are using Anderson devices, blew them to several dinners and theater-parties, submitted figures showing where we would save them thousands of dollars a year, and logically crushed every one of their objections to a pulp. You know they are as coarse as gravel, personally, and about as congenial as razor-back hogs; but I swallowed my disgust and treated them as if they belonged. And they weren't even polite when they turned me down."

And Goode Burdard muttered horribly to himself, gnawing his nails and glaring hollow-eyed into the darkly-swirling Sixth street gutter.

I felt uncanny.

"But they gave you folks the order," I soothed, foolishly.

#### The Ease of Aldy Bird

"Oh, yes, they gave us the order," he grated, wormwood dripping from his voice. "And I'm going to have that Capplus contract swathed in rusty crape and nailed to the wall of my office—it makes me feel so blithesome. Just get the grewsome details. A month after they had turned me down, I took the Southern territory, and the Anderson Supply Company put Aldy Bird on the city. A week later, he dropped into Capplus' office, in his gentlemanly saunterings,



and in two hours had landed them for a third more equipment than I had figured on with them. What do you call that but luck?"

Once more I tried to cheer him up.

"Oh, well, it was your masterly campaign that turned the trick. Bird just happened around in time to take advantage of their mature second thought."

"Fine business!" satirized Burdard. "That consoling thought boosts my commissions like the April sun shining on a snowbank. But none of those handy little mature second thoughts ever flops into my landing net. Besides, the very next day, Aldy closed a fifteen-thousand-dollar contract with the Natank people, who had refused for two years even to listen to my invincible selling talk. Young Natank, the purchasing agent, is a hopeless, helpless pin-head, with an imbecile penchant for murderous ties and race-riot clothes, but I tried to get down near enough to his level to talk to him. And yet he had that sweet-scented little contract all tied up in tissue paper and pink ribbons, with paper sprigs of holly pasted on the corners, and handed it to Aldy Bird with the compliments of the season. Oh, it was touching! And then the Old Man gives us all a neat carton of hot air about *hard work* and *merit* winning life memberships in the Society of the Top-Notchers!"

#### Making the Diagnosis

And all was silence save the swish and splash of tears.

Then Socratic softly asked a question.

"You find many disagreeable people in this vale of tears, Goode?"

"Yes, yes," he sobbed, shivering. "People that make you draw up your feet and curl your toes. I didn't know there was so much human garlic until I went on the road."

"And you have a pretty keen nose for that kind of garden delicacy?"

"Hideously! Have to carry auto-suggestion smelling salts with me all the time."

"But you are real brave and patient about it?"

"I've left our old fellow-citizen, Job, in the amateur class."

"Aldy Bird sensitive like that?"

"No, he's a real mixer—seems to take to everybody."

"That have anything to do with his 'luck'?"

"Oh, I suppose it's a help—but then I never show my prospects that I don't like 'em?"

"You buy your furniture of Giles, do you?"

Goode looked up wonderingly.

"Well, not unless I'm chloroformed."

"Why not?"

"Giles' got no use for me because I beat him out in that golf tournament last fall, so I don't trade there."

"Did he say so?"

"Oh, no, but I can tell it."

"Treats you all right, doesn't he?"

"Oh, yes, he treats me well enough, I suppose, but you know, you can always tell when a man's got it in for you."

"But your razor-back prospects never suspect how exuberantly you despise them?"

#### Looking for the Violets

"Flaming fireflies! I'll bet they do! And *that's* the reason they turn me down! Well, who'd 'a' thunk it? But that's my crool fate, again. How can I help it if I don't like the crude creatures? That's the way the Lord made me. Why I don't know whether I want to like such cattle or not."

"Want their money?"

"Yes, and I've got to have it, too—that's the fiendish truth. But I'd think my taste was fouled if I really liked the rough-necks."

"Like Wiggins?"

"Oh, yes, Wiggins is my kind, although he does feed himself pneumatically. I can overlook that for the sake of his good points."

"And the 'cattle' have no good points?"

"By Tetter! There's an idea," sputtered Burdard, putting away his handkerchief. "Of course they have their streaks of divinity! Everybody must have, I suppose, because the meanest man on earth can get someone to love him. And that someone loves him for the spark of good that he or she can see in him, even if others can't. No one is ever loved for his badness. And then, by tetter, if I like a man

for the little decency there is in him, be it ever so little, my good taste is still untarnished. And he will know that I like him. Then I can serve him. Socratic, in the absence of all other stars, constellations, and galaxies, you are my lucky star. Here is where Goode Burdard begins life all over again. Look for the gold—never mind the dirt and dross."

It was a year later that Sales Manager Goode Burdard, of the Anderson Supply Company dropped into the office for a chat with his patron saint, Socratic.

"It was like hunting violets in a tanyard, at first," he confessed, "but now I hardly ever notice anything but the violets. And it's great dope in handling salesmen—nothing like it."

### Barnes New Allegiance

**B**ARNES came into the office like a man with an ulcerated tooth entering a dental repair shop. Wiggins jumped up and offered him a chair. Barnes had a way with him that I thought looked as if he might be a big buyer of Wiggins' line of fire insurance policies.

Also, Wiggins was solicitous to know what he could do for Mr. Barnes.

"I came in to see Mr. Socratic," announced Barnes.

"Oh, yes! Socratic, this is my friend, Mr. Barnes, sales manager of the Nutrient Confectionery Company," elocuted Wiggins, doing the honors impressively.

Socratic said he was glad of it and shook hands cordially. Barnes took Wiggins' chair and got right to business without a curtain-raiser.

### Telling His Troubles

"Mr. Socratic," he crisped, "I've heard of you through my friend Flushton. I won't embarrass you by telling you all the complimentary things he said, but they were enough to convince me that you can help me. I have charge of the thirty salesmen representing our house. I have been trying for five years to build up a coherent and efficient organization. And today, I feel that I am further away from it than when I began. Flushton says that you gave him a diagnosis of his malady and a quick remedy. I'll make it well

worth your while to do the same thing for me."

"Whom do you represent, Mr. Barnes, the sales force or the house?" asked Socratic, curiously.

Barnes seemed to clutch the air for a minute.

"Why—er—I represent the house, of course, I suppose. But naturally I represent the force, too, as a part of the organization. But, perhaps I don't get the drift of your question."

"Do you lead or drive?"

"Why—a little of both, I guess. The salesmen are a stupid lot, and I have to use a sharp stick sometimes."

"Do you make your men feel that you are one of them, trying to help them increase their commissions, looking after their interests in the office and in correspondence with customers, or do you impress them with the idea that you are hired by the house to see that they toe the mark, obey all the rules, and make as much profit for the concern as you can get out of them?"

### Damning the Dubs

Barnes flushed. There was heat in his eyes, but he held a tight rein on himself.

"Well, I'll admit that I am severe when I catch a man getting careless or falling down on his sales. I have to be. Salesmen always take advantage of an easy boss. But I treat a man right as long as he does well."

"In case of a dispute between a salesman and a customer, or a salesman and the accounting or credit divisions, whose part do you take?"

Barnes looked more uncomfortable than ever.

"I see the insinuation in all this catechism, Mr. Socratic," he fumed, "but you don't seem to understand that a man in an executive position must rule with a strong hand. If a salesman gets into trouble with a customer or the house, it's generally his fault."

"And you write him a sharp letter, don't you?"

"Of course I do. He needs discipline."

"And of course the customers and the house are always infallible?"

"Oh, no. Occasionally I find that the salesman was not to blame. And then I tell him so."

"But you let him feel that his sales manager will usually take sides against him?"

"Well, perhaps I do," acknowledged Barnes, more humbly. "But what is a man to do with a lot of dubs—let them run all over him?"

"How would you like to have a force of salesmen that would go through Death Valley on foot for you, and throw up their hats and give three cheers every time your name or the trademark of the house was mentioned?"

"That's just what I've been working to get for the last five years, but I'm afraid it isn't in human nature."

"Expect human nature to hurrah for you when you don't hurrah for it?"

"Socratic, you're right. I've been trying to warm up that sales force with a north wind. No wonder I couldn't keep my good men. Seems like I ought to have seen it long ago, it looks so simple now. But I was blind with the glare of my own authority. Hereafter, Barnes will be one of the sales force, fighting their battles, solving their problems, sharing their troubles, and doubling their joys. That lesson is worth so much to me that I am willing to pay you whatever you ask."

#### The Salesman's Outfit

"But, perhaps you can tell me something more—likely enough that isn't the only fool thing I've been doing."

Wiggins gazed at Barnes as if he had seen a lion change into a rabbit.

But Socratic only smiled and said, "The fool won't own up to it, Mr. Barnes, and there's no hope for him. But what outfit do your men carry?"

"Samples, price-list, route-list, customers'-list, blanks, order-books, and a copy of our rules."

"That all?"

"Why yes, that's a pretty complete outfit, isn't it?"

"Why not have them carry a message from the house to the customer?"

"A message? Why they do."

"What is it?"

"Why their selling talk, of course."

"Where do they get that?"

"Why each man gets up his own. You wouldn't have them memorize a set speech to sell confectionery, would you?"

"Does your house offer anything more to the trade than certain average lines of sweet stuff at regular market prices, or have you something unique in the way of quality, price, or service?"

"Why man," warmed up Barnes, "we've got the greatest proposition ever put on the market in all three respects. Our confectionery is more palatable than the best fancy goods, and besides that, it's a real health food. It's got 'em all beat on style and workmanship and makes a display that simply won't let the people get by it. When it comes to price, it's in the reach of everybody, and there is a bigger margin of profit in it for the dealer than in higher priced goods. And service? Why I haven't time to tell you all the things we have worked out. But we have a big repertoire of stunts to help the retailer sell our goods, ranging all the way from national advertising to trained demonstrators."

"That's fine!" agreed Socratic. "And of course you keep the salesmen thoroughly informed about all these things?"

"Why, in a general way we do. I'll have to admit that we don't do it systematically and thoroughly. And that is lesson Number Two for me. And worth fully as much as the first one, too. I'll owe you a lot before I get through, but I'm willing to pay. What next?"

"Find it easy to get good salesmen?" Socratic wanted to know.

Barnes only snorted in reply.

"Well, then, what do you do to make good ones of those you have?"

"Not much, I'll admit. But I'll do better in the future."

"But what will you do?"

"Why, what you suggested, get their confidence, make them feel that I am one of them, and so on."

"Even if you do all that, and do it successfully, will you make a thinker out of the thoughtless fellow, give a soul of honor to the unreliable, endow with a pleasing personality the sloven and the grouch, fire the inert with action and

initiative, and stiffen with courage the backbone of the fearful?"

"No, I'm afraid not. And those things are of first importance in salesmanship."

"Will all your bulletins give your men a thorough and systematic knowledge of his goods and their relation to the customer?"

"No, each one must get that for himself—I can't get it for him."

"Can all your enthusiasm and co-operation instill into your men the ability to read human nature?"

"No—that seems to be a gift. Or perhaps it is the result of observation and experience."

"Have you the time to coach each individual man in logic, the best way to answer the many objections he will meet, how to detect the psychological moment when a deal should be closed, and how to close it?"

"Not by a dozen years. And those are the very things my men need, too. I begin to feel the cold wind blowing across my feet again. It looks as hopeless as ever."

"What does the telephone company do with its new recruits in the construction, operating, and mechanical departments?"

"Organizes them into classes and teaches them the sciences of electricity, mechanics, and telephony."

"And you are going to—?"

"Organize my men into classes to study salesmanship as a science, of course. Why it's the logical thing to do. Why didn't I think of it years ago."

"Weren't you looking for natural born salesmen, and hoping to round up a bunch of the rare birds?"

"And a natural born salesman is just like a natural born electrician—he needs a lot of training—scientific training—after he is born before he can amount to much. What a blind groping I have been!"

"Well, this has been great, Mr. Socratic. Flushton didn't tell half. Send in your bill. There'll be no kick on it, no matter what it is."

### A Wasted Grief

THERE was a lagging step in the hall, a lifeless hand on the doorknob, a dreary sigh, and Pascoe crept into the office. His eyes were dull and sunken, his cheeks

hung loose and yellow, his mouth drooped like a wet rag, his shoulders huddled over his caved-in chest. He moaned in reply to our greetings and wilted into a chair.

It was the first time he had been in since—since his calamities.

We all knew how his son had been arrested for forgery, how the affair had almost killed his mother, who was still wavering between life and death, how his creditors had closed in on him and forced an assignment, and how, to fill up the cup, his daughter had mysteriously disappeared and only vague clues suggesting abduction had turned up.

I was dumb.

"Is the past gone, Pascoe?" asked Socratic, gently.

"Yes, Socratic," murmured Pascoe, wearily.

"Is the future unknowable?"

"Yes."

"Could you bear the present moment, Pascoe, if you knew that tomorrow your son's innocence would be proved before the world, your wife would regain her health, unexpected assets would save your business, and your daughter would be returned to you safe and unharmed?"

"There would be nothing to bear, if I knew that."

"Then all your grief is for the unknowable future—what you fear it will bring?"

"Oh, I suppose so."

"But since it is unknowable, why should you waste your soul on what may never happen?"

"Why indeed, Socratic?"

And Pascoe straightened up, color dyed his cheeks, light shone from his eye. He actually smiled.

"Let tomorrow bring what it may," he said. "Today I have no troubles."

And the next day the real forger confessed, the good news restored the wife and mother to health, a hitherto worthless mine of Pascoe's showed a wide and deep vein of rich ore, and his daughter returned from a mad-cap visit to a girl friend on a secluded ranch.

"Sloth, like rust, consumes faster than labor wears; while the used key is always bright,"—as *Poor Richard* says.



**MUSIC ROOM IN DODGE CLUB ROOMS**  
Looking Into the Billiard Room



**LIBRARY IN DODGE CLUB ROOMS**  
Looking Into Cozy Reception Hall

# Welfare Work and Harmony at the Dodge Works : *by* C. R. Trowbridge

*One of the greatest profit-makers in any institution is harmony—the team-work idea in practice. How to get this is a problem every president, manager, and proprietor is trying to solve. Some of them seem to have learned. The others all want to know how it was done. In the November number of The Business Philosopher, Mr. Trowbridge told of the Dodge idea. Here he tells how the Dodge Manufacturing Company gets harmony and the resultant profits.*

**W**ELFARE work has been going on at the great plant of the Dodge Manufacturing Company, manufacturers of power transmission machinery and appliances, Mishawaka,

accident, shows, in a measure, the progress which has been made. And the end is not yet.

During the life of Wallace H. Dodge, founder of the company, a wise and reason-



MELVILLE W. MIX

Who Started as a Shipping Clerk in the Great Plant of the Dodge Manufacturing Co., and Finally Became Its President

Indiana, for many years. The fact that there is in existence today a Dodge club, for social and educational purposes, and a mutual relief association, having for its object the material assistance of members in cases of disability arising from illness or

able policy was adopted in the management of the factory. Melville W. Mix has not only carried this out, as his successor, but has added to it. The loyalty of nearly every member of the big family of 1,200, and the numerous examples of long periods

of satisfactory relationship between the company and many individuals, stand out as shining results.

#### **As Seen by a Y. M. C. A. Worker**

Charles R. Towson, the noted Y. M. C. A. industrial worker, made a trip through the Dodge works a short time ago, and here is the statement he made to a newspaper reporter, on his observations:

"The plant of the Dodge Manufacturing Company, is one of the best equipped and arranged I have ever visited. I was greatly impressed with the close relation that exists between the superintendents and the employees. The keen interest displayed in the workmen by the company is worthy of high tribute. The system is the most satisfactory that I have seen."

President Mix and General Superintendent E. H. Ahara are now considering a school for apprentices and special mechanical and mathematical courses for others, the company to furnish quarters and instructors, the supplies, etc., to come from the men.

#### **Insurance at Five Cents a Week**

The Dodge Mutual Relief Association was organized among the shop employes, July 31, 1889, and since that time has disbursed more than \$15,000 in disability and death benefits.

The membership is divided into two classes: First, those whose weekly earnings exceed \$6, for which class the weekly dues are five cents and the benefits eighty cents per day, Sundays and holidays excepted; second, those whose earnings are less than \$6 per week, for which class the weekly dues are two and one-half cents per week and the daily benefits forty cents per day. All the benefits continue for a period of thirteen weeks as a limit for any one term during twelve months dating from the first date of the disability.

In the event of death of a member of the first class, \$50 is paid; of the second class, \$25. Cases of disability are investigated by a visiting committee, appointed for each specific case and a report is made in writing to the board of directors which issues the necessary order for relief.

The membership fees are \$1 for the first class and fifty cents for the second.

The weekly dues may be suspended when the funds on hand amount to \$500 and resumed when they reduce to \$300. The association is today in a flourishing condition, the employes generally approving its operation. The management is in the hands of a president, vice president, treasurer and a salaried secretary. These with five members constitute the board of directors. Election is held annually and meetings of the directors weekly.

The Dodge club is in its eighth year and includes among its members the company officers, heads of departments, superintendents, foremen, salesmen, stenographers, clerks, engineers, draftsmen, printers and workers in the shops, foundries, warehouses, yards and other places.

Rooms are maintained in the heart of the business district of Mishawaka, easily reached from all directions and are open every evening, Sundays and holidays. A salaried steward is in charge. The running expenses, outside of rent, paid by the company, are met by the club. The entrance fee is \$5; monthly dues fifty cents.

The rooms, comfortable in furnishings, are divided into apartments for billiard and pool, card, library and reading, music, and lounging. There is also a kitchen for preparing lunches. The library is well stocked with engineering and reference books and popular and technical magazines and trade literature.

During the winter there are billiard, pool and card tournaments, illustrated lectures, musicals, literary and theatrical entertainments.

The club is governed by a board of directors, named each year. Officers are elected by the directors and the president decides on the committees and the steward.

Every summer the company closes the shops for one day and the employes are given an outing. Usually two special trains are chartered and the whole force taken to some neighboring resort. In 1908 it was Lake Maxinkuckee, and in 1909, St. Joe on Lake Michigan.

"Those have a short Lent, who owe money to be paid at Easter,"—*as Poor Richard says.*

# Eberhard—A Victorious Soldier in the New Warfare : by Arthur W. Newcomb

*A Young Knight of the Twentieth Century Chivalry Who Gets the Most Out of Life, Serves the State, and Makes Money*

**G**EORGE H. EBERHARD, San Franciscan, patriot, inventor, fighter, organizer, writer, salesman, advertiser, educator, athlete, and man.

Such is the subject of this tale.

And I am telling it in **THE BUSINESS PHILOSOPHER** for two reasons:

First, to show that the martial virtues can be grown on other than blood-soaked soil.

Second, for the practical instruction of others in the unique business methods that have made this young man's growing success.

So here are two stories in one: the story of what young America is doing, and what we may hope for the future of the nation and the race; and the story of something new in the world

of distribution—something from which the oldest and wisest heads in the business world are already beginning to take lessons.

And these two stories are one, because like every other story of human achievement, it is the record of a personality.

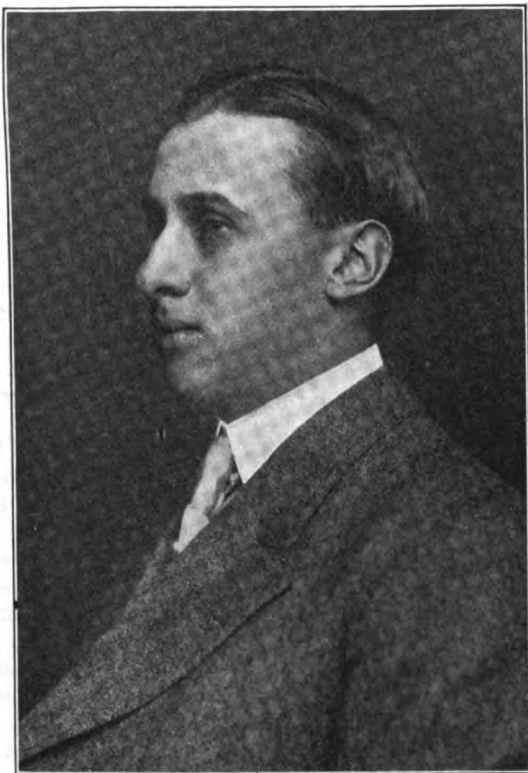
That personality, in this case, is a young westerner, George H. Eberhard.

Let me tell you a little about him, just to show you the kind of stuff the strenuous battles of peace can put into a man,

Born but a few months more than thirty years ago, in Cleveland, Ohio, into a home of moderate wealth, his schooling was limited because of constant travel with his

mother, whose health was delicate. Much of his time was spent in the mountains of California, where, if he could not go to school, he got an appreciation of nature and of the clean things of life, afterward driven home by the lapses common at that time among men "on the road."

But this easy kind of life soon palled on young George. He had ideas. He wanted things that could not be bought out of the family purse. So he went to work for his father, who had established himself as a manufacturer's agent in San Francisco.



GEO. H. EBERHARD

But the unromantic duties of the office and the shipping room did not satisfy the restless energy of the lad. After a course in business college, he took a nine-hundred-mile trip through Northern California, tacking up tin advertisements of a well-known brand of chewing gum. This gave him seventy dollars clear, after all expenses were paid, besides a good, ground-floor knowledge of sign-tacking and card advertising.



Following this, he took a contract for bottling, packing, and shipping a proprietary remedy, and made a profit by the use of his initiative in installing equipment.

Then came his experience selling bicycle tires—which is a mighty good story. He told it on himself—using the third person—in *THE BUSINESS PHILOSOPHER* for April 1909. You who read it will remember how he took the job that was offered to his father, although he was only seventeen years old and did not know how to ride; how he learned to ride in one evening after he had made his first sales; how he made good, was promoted, managed a racing team, helped run a sportsman's paper in San Francisco.

After this he had various experiences selling goods on the road, making a success of all of them.

#### A Novel After-Dinner Speech

But the pace was beginning to tell—not only the work, but the social life.

Here the originality and fearlessness of the young fellow of twenty-one shows itself.

He gave a dinner to his convivial friends—and it was a good one. He was the jolliest of the merry crowd. When it was over, he was called on for a speech. And this, in substance, was his toast to his companions.

"Fellows, we have been having a mighty good time. We have gone the pace. I like you—like you all—but the time has come when I have serious work to do, and I have got to be fit for it. You can't help me in that. After tonight, I do not know any of you. If one of you speaks to me on the street, I will cut you dead. Good night."

And the next day he was off for the cattle-ranches on the California-Nevada line, where he spent eleven months rebuilding his physical powers. Here, too, in the open, with the fellowship of the stars, he wrought out his philosophy of life. With his feet on the solid ground, he became a student not only of what he saw, but of what he did. Instead of a blind follower of others, he became a thinking, reasoning being, with a wholesome independence of mind.

He returned to his father's business, took charge of the weakest department of it, and began to work out his ideas. And the basis of these ideas was service—the highest service to the manufacturers whose goods he sold, combined with the highest service to the customer, and the highest service to his associates in business.

Here were the beginnings of his invention of introducing, advertising, and selling goods on a business building basis.

And it worked.

The weakest department soon became the strongest. The young fellow's earnings soon became the largest share of the company's income.

Out of all the hundreds of such brokers on the Pacific Coast, this youngster of twenty-two, who had thought it all out up there among the cattle ranches, was the originator of a new and successful way of doing the business.

Meanwhile, the elder Eberhard had left the business in the hands of partners and returned to the East. The new management decided that the best way to make money for themselves was to cut down the earnings of the son.

But George H. Eberhard is a warrior of the new type. He didn't purpose to be handicapped in working out his plan of service. Working quietly, he gained a thorough knowledge of all parts of the business, then bought a controlling interest, and requested the old management, "as a special favor to him," to hand in their resignations.

Once in the saddle, he worked hard, perfected his organization, and in quick time was making good as the old firm had never done.

Some other local concerns turned over their advertising and selling campaigns to him, and everything was flourishing.

Then came the earthquake and fire of April, 1906, and when the flames of San Francisco died down, this young campaigner of twenty-six found himself stripped bare. Even his home was gone.

But the manufacturers, the customers, and the sales force still lived.

Also, in the heart of the man himself, the martial virtues.

He opened an office in the parlor of one of his associates, in Berkeley, across San Francisco Bay, and began to build again

from the bottom. Then he took offices in a building in Berkeley, and finally moved to his present office and warehouse, 360-362 Fremont street, San Francisco.

Six months later he left San Francisco, temporarily, and spent several months as advertising and sales manager of a large manufactory in the East, doing a national business. And here again he was a learner, being in touch with some of the giants of advertising, selling, finance, and manufacturing.

But his heart was in the West, and with the business that he had twice built up, so he returned to the presidency of the Geo. F. Eberhard Company.

#### The Citadel Attacked

And now about this new idea in the business of distribution.

In the first place, let us understand the problem as Mr. Eberhard attacked it.

On account of its distance from the centers of industry and other peculiar conditions, the Pacific Coast has been covered by most manufacturers in a little different manner from the rest of the country. Instead of sending one or more of their regular force of salesmen to take care of their business on the Coast, the manufacturers have placed their accounts in the hands of some broker or manufacturer's agent. And the majority of manufacturer's agents simply follow the lines of least resistance, taking on enough accounts so that a little earning from each will pay a good income. Their aggressive work, if they do any, is in making friends with some of the wholesale trade and getting these friends to boost the lines they handle.

This is easy and inexpensive for the agent, but it doesn't mean very much to the manufacturer. To overcome this, some have sent a crew of their own men out to do the introducing and demonstrating, turning the account over to the agent after the goods had secured favor with the retail trade. To keep this favor, the manufacturer has had to advertise, and this was done through an advertising agency.

So here were three separate forces in distribution: the introducing crew, the manufacturer's agent, and the advertising agency.

Mr. Eberhard's invention was to combine them into one efficient, co-related whole, eliminating all waste expense and giving the highest type of service in every detail of distribution. To do this, he has made a careful and exhaustive study of each of these three branches of business. He could not afford to let the efficiency of his introducing crew fall below that of the best, his selling organization had to be as good or better than that of the manufacturer himself, and his advertising service had to be equal to that of the best advertising agency.

Such an organization, with such a purpose, made necessary warehouses and sample rooms, a clerical force for correspondence, accounts, collections, receiving and shipping of goods; placing, inspection, and checking of advertising, and the engineering of proper follow-up systems.

In other words, it was Mr. Eberhard's ambition to give every one of his clients in the East an office on the Pacific Coast as complete and efficient—or even more complete—than the main office of the concern, and at a minimum of expense. In working out this idea, he has specialized and trained each department of his business, personally visited all parts of the Pacific Coast in a study of conditions. Each manufacturer's account is carried as a separate and distinct unit, his individuality being retained even in the stationery. In addition to this, Mr. Eberhard conducts confidential business investigations in any part of the Pacific Coast, classifying the trade, and determining local and general conditions of interest to his clients, advising upon the possibilities of increased business from a standpoint of actual knowledge. Nor does he neglect to take advantage of all this knowledge himself, in the conduct of his own business.

Mr. Eberhard believes that the combined introducing, advertising, and selling agency is destined to become a permanent and important factor in the business world, and that it will advance to a point of professional efficiency far beyond that of any of the elements so combined.

And the results show that he is right.

The sales of his company, with only the Pacific Coast as its territory, are greater than those of many selling organizations

covering the whole country—twice as great in some cases.

And the young man's principals have discovered in him a new force in business. He is now called East at times to address salesmen's conventions and annual meetings for such firms as Robt. H. Ingersoll & Bro., manufacturers of the Ingersoll and Ingersoll-Trenton watches; the Dover Manufacturing Company, makers of the Dover Asbestos Sad Irons, and the American Dehydrating Company, who dehydrate all kinds of fruits and vegetables.

Of course, the man with the new idea is ever the butt of ridicule for the wiseheimer who knows all there is to know. And Mr. Eberhard is no exception. But he says that the opposition, jealousy, and ridicule have been one of the greatest aids to his success. He hopes that he will always have plenty of sane criticism and opposition to combat. "And," he adds, "for the fun of the thing, a bit of the other kind." Which shows that the warlike virtues are not dead, even in these days of peace.

Yes, he can afford to take a little "of the other kind" for the fun of the thing. Some of the largest institutions in the country are today adopting his ideas.

So much for his plan.

But there is more in the way a plan is pushed than there is in the plan itself. It is action that counts.

And here is another of those martial virtues—the quality of leadership. Mr. Eberhard has built up a cohesive, loyal, enthusiastic, and—of course—efficient organization by the sheer power of his personality and knowledge of the science of business building.

Every little while he puts some of that radiant personality and scientific knowledge into a little bulletin to his force. And just to show you the kind of knight of the twentieth century he is, I am going to let you read part of one he issued not long ago, when about to leave for a trip East.

Remember that these are the words of the president of an unusually successful corporation, not written for publication, but sent to the men who represent that company with the people.

Remember also that the mottos in business used to be, "Do the other fellow before

he does you;" "Look out for Number One;" "Let the buyer beware;" "Business is business;" "Dog eat dog;" "Every man for himself and the Devil take the hindmost."

Then let these words sink down deep into your soul:

Our guiding aim has always been to render better service each year and to build on a basis of value received with good fellowship among the units in the organization—a policy of clean-cut, fair dealing toward all.

Use what words you will, there are those who say, "it's not business—you're socialists or idealists,—not practical." However, for my part, I feel we are right and I have tried cheerfully to work in the belief that no man can sincerely try to help another without helping himself. And I find it pays well to live and work with that in mind.

In following this policy, no doubt, it has meant the loss of some dollars, owing to our liberal views and the added determination to do our work right.

That the company, the individuals, have grown bigger, broader, and our work more effective is no longer theory,—it's an accomplished fact. In the end we should,—the company and all of us, profit in a greater proportion than they who measure all by the dollar sign.

Of course, money is the concrete reward and the final proof of business success, but we live only a short interval, too short for such a grand world as nature has provided, and it pays best to combine the money with pleasant associations, keep good health physically and mentally, live life itself as we hurry along the path of our allotted years. This has been our aim and more than ever is our creed today.

However, for each one of us to get the most out of this policy or creed, we must live and act the part; work with one another in harmony and for the good of the business.

Remember, also, there are business laws, rules and customs we must keep in mind. We must observe them, for, as in the navigating of ships, there are guiding rules of navigation, organization and discipline. One of the crew is captain, some are mates; but from the captain down to the messboy they should all feel the responsibility and do their several duties cheerfully, with a guiding desire to sail the ship safely to its port.

An intelligent crew—an effective one—should study every order from the officers with an open mind. They should be interested enough to understand each other as it relates to the progress of the ship as a whole.

Remember, no sane, intelligent captain will intentionally disable one of the crew or make him mutinous. It would cripple the sailing of the ship to no gain.

So think of and study everything in that light. Remember our guiding policy and work

for the good of all,—not just the dollars, for they will come if the work is done right.

Help us at the office with active thought, suggestions, and comment and cheerful effort for the company as a whole. Take care of all the reports and detail with a feeling of active interest.

We have the only business of its kind on the Pacific Coast. We who today are building it will, if we build ourselves as we grow with the business, proportionately, age and time of service equal, get further than at any other task. Also, let us hope, undishonored, with many pleasant associations, memories and all the real things of life like health, contentment and growth of mind, greater appreciation of nature, the ability to detect sham and energy to work for the right. These with the resulting gift of sleep, mean more, far more, than just the machine success in the living of a wholesome business life.

Preach it to others. Do your part of the work thoroughly and keep among the trade every possible minute. For, in the final analysis, the good of the business itself means "orders," and taken at a profit.

Reasoning on this same broad basis, this soldier of the new warfare is, of course, a fighter for civic uprightness. He realizes, first, that business, in the long run, depends for its very life upon the efficiency of social service rendered the people by the state. An oppressed and poverty-stricken people can not produce anything worth while, neither have they the means to be profitable customers. Graft, extravagance, protected vice, municipal, state and national inefficiency spell big burdens of taxation with a further lowering of the vitality of the Man at the Bottom—the man upon whom, after all, the continued prosperity—yes, the very existence—of business is built.

#### In the Battle for Civic Purity

He has grasped the great principle, also, that in helping others he is helping himself, subjectively.

And so he is a close student of civics, economics, social science, and politics. And he is the same clear-headed, forceful, enthusiastic, tenacious warrior in these avocations as he is in business.

And he is in the fight for the right in San Francisco.

Think you that such activity is not, as Professor James says, "a moral equivalent" for the educative value of war?

The military party—as opposed to the advocates of peace—say that General Sher-

man was at least partly wrong when he said, "War is hell." They tell us that the fine, strong, manly qualities of the race were developed in war's grim schooling, and that they would disappear should that stern schoolmaster and his exorbitant tuition fees be retired. They fear lest, in the soft, easy allurements of peace, we become a race of mollicoddles and effemines.

That is a dreadful fate! I hasten to admit that war, with all its abominations, would be better.

But, somehow or other, I can't seem to work up so very much excitement over the danger that threatens our manhood. I suppose it is a real peril. Probably Kaiser Wilhelm and General Homer Lea know what they are talking about. But I see so many young men, of whom George H. Eberhard is a type, developing the sturdy virtues without shooting off guns at their brothers, that I hope the race has found its "moral equivalent of war."

A new knighthood is coming into flower.

Were I a poet, I would sing the new prowess, the new valor, the new passion of patriotism.

Whereas the trader was once despised as craven, spineless, truckling, a creature strange to loyalty, cohesion, and honor, a nasty little trickster, and cheat, behold him now, risen from his sordidness, and, lifting the standard of a new chivalry, leading the vanguard of a new civilization.

#### The Old Spirit Yields to the New

In the greatest army ever mustered on this planet—the army of commerce and civics, these true knights of the twentieth century are riding to the front. One by one the plumes of the old leaders—the exponents of the old spirit—are falling. The new commanders are of the new knighthood—the embodiment of the new spirit.

The old spirit of the army is, "How can I make money? What is there in it for me?"

The new spirit, the battle-cry of the new leaders is, "How can I serve?"

#### Cultivating the Martial Virtues

The martial virtues—what are they?

These: fidelity, unity, tenacity, heroism, self-sacrifice, inventiveness, physical vigor, patriotism.

And are they not all to be built solidly into the character of the young man and young woman who must open new lands, sail new seas, wrest the things needed by humanity from the soil, the forest, the mine, and the ocean; invent new ways of making necessities and luxuries to meet new economic needs; find new avenues of distribution that will place these products within the reach of all; build up a civic and economic righteousness that shall give to all men equal rights; and educate the rising recruits in the great army to a higher efficiency than has been known?

Yes, as William Allen White says, "the old order changeth."

The old spirit of commercialism is dying. Tomorrow, or next week, we shall hear its last gasp. The new spirit—the spirit of service—as old as God himself, but full of the fire and vigor of eternal youth—the new spirit kindles the flame of the new chivalry in countless warrior hearts.

I sing to the modern Sir Galahad. He is gentle and brave, tender and unflinching, kind and stern, joyous and industrious, and

"His strength is as the strength of ten,  
Because his heart is pure."

## How they Became Poor

By Walter D. Abraham

**B**Y TAKING other people's word for what was said as being true, and not investigating for themselves.

By placing blind confidence in those they supposed were friends.

By endorsing notes.

By accepting supposed "gratuities," not thinking they would be called upon at some future time to make some form of payment.

By "loaning" to friends.

By failing to attend to business in business hours.

By feasting when they should have been sleeping and preparing for work on the morrow.

By "buying" or "selling" on the installment plan.

By loaning money to projects which were foreign to their immediate business.

By "getting in" on "ground floor" propositions.

By investing in business of which they had no practical knowledge.

By not attending regularly and diligently to their proper work, but listening to tales of "congenial" friends.

By harping on past losses instead of attending to today's business today.

By thinking they were "wise" on some propositions, where in truth they were wholly ignorant.

By making books their instructors, when the "knowledge" which "is power" comes from a contact with the hard and rough road of mixing in the world's affairs.

By failing to make friends with those whom they thought were or made their enemies.

By playing "Wall Street" on the advice of friends, or by some method which is known as system.

By trying to get rich quick without rendering unusually high service.

By following the advice of those who are known as tipsters.

## A Prayer

By H. A. WALTON

"I would be true, for there are those who trust me;  
I would be pure, for there are those who care;  
I would be strong, for there is much to suffer;  
I would be brave, for there is much to dare.  
I would be friend of all—the foe the friendless—  
I would be giving and forget the gift;  
I would be humble, for I know my weakness;  
I would look up—and laugh—and love—and lift."



### Turner, of Eau Claire

I WISH I knew just what aspect of this man Turner was the most interesting. I might talk to you about him as an artist, because he is one to his very finger-tips. He not only knows and loves beauty and truth, but he creates them.

Then, I might tell you about him as an educator—how he is teaching the people how to know and love the beautiful and the genuine in their homes and public buildings. And he is that. Those who know tell us that form, line, color, and arrangement that are true and harmonious develop the better side of the natures of those who are in constant touch with them. If that is so, and I believe it is, then Turner is a public benefactor, because he creates beauty where it will get nearest to the people.

As a business man, too, Turner is worthy of the study of the ambitious. Here he is what Mr. Sheldon calls a genius, because he has planned his business for a whole life-time. He began to plan in Hartford, Connecticut, when he was just a boy. And he is still carrying out that plan, winning against some heartbreaking odds that were no fault of his own.

#### Who is Turner?

But I don't know which phase of this man's character and work would be the most interesting to you, so I am going to tell you a little about them all.

First of all, let me tell you who Turner is, although I have no doubt some of you know already. Turner is the founder and proprietor of The Turner Shops in Eau Claire, Wisconsin. And, by the way, when you are in Eau Claire next time, don't fail to step in there. It will do your eyes and

your soul good, for everything that Turner does is instinct with beauty.

But that isn't all Turner is, by any means. Although Eau Claire is not a metropolis, being a thriving farming, lumbering and manufacturing town of about twenty-five thousand inhabitants, this quiet man is one of the foremost decorators in the United States. Some of the most famous rooms and houses in New York and New England owe their interior beauty to Turner's hand, eye, and soul. "The Forest Room," and other famous rooms in the capitol building of the state of Minnesota, at St. Paul, are Turner rooms. And Turner, some day, will be—well, the future is veiled, but I have my own idea about what he will be. The room at the top is a vacuum, and it draws up into it the few who are not weighed down with leaden brains and hearts.

#### How Turner Began

But what Turner is now is the result of the plans that he made as a boy, back there in Hartford. He would become a great decorator. So he studied the furniture, carpets, draperies, frescoes, tints, and arrangements of the many periods in different countries. He studied color, form, proportion, harmony. He worked under the most famous artists in this field in different parts of America, gaining all the knowledge and skill he could from each. He also studied and worked with a finished decorative artist from the European schools and art centers.

He added the indispensable ingredient of hard work to his native gifts, and soon became recognized as a man of unusual power. For some years, he was employed by leading Eastern houses, and designed

and placed some of their most important and richest work. One of his creations, a Byzantine smoking-room or den in the house of a wealthy patron, has been given publicity by critics as the finest bit of work in that period ever done in this country.

But Turner wanted a business of his own.

Besides, he had two other ambitions.

First, he wished to evolve a distinctly American decorative art, which should equal those of the Old World in beauty, and be more in harmony with the genius and environment of the American people.

Second, he wanted to see the common people educated to know, to love, and to demand art in the furnishing and decoration of their homes.

And so he started in St. Paul, Minnesota. But before he had run a week, a partner proved to be a criminal and Turner was left with ten thousand dollars of debts to pay.

So then he went to Eau Claire and began again with nothing but his art and his debts.

All his life, he had been employed by others. Someone else kept the books. Someone else collected the money and paid the bills. Someone else furnished the capital. Now he had it all to do himself, in addition to the buying, the selling, the designing and manufacture, the supervision of the workmen, and the keeping up with the times. And that meant a great deal more hard work and hard study. But Turner was no stranger to either. He soon mastered business detail and began to build his profits. It was uphill work and, at times, seemed a losing fight. But he kept up his courage and won out. In four years he had paid every cent of indebtedness, and had a valuable plant all paid for.

#### **Satisfying a Stern Critic—Himself**

Now this business building is going up on a solid foundation—that of service.

As I said at the beginning, Turner is an artist clear to his finger-tips. And an artist never lets anything leave his hands "good enough." No, it must be as near perfection as human hands, heads, and hearts can make it. Turner, therefore, is not satisfied just to satisfy his customers—he must satisfy himself.

Take an instance.

He had planned a room in a large and beautiful home. His men were sent to tint the walls. After they had finished the work, the owners of the house were delighted with it. But the men had made a mistake in mixing the color, and had not applied the exact shade that Turner had planned. As soon as he saw it he said, "It must be done over and done right."

The owners protested that they were perfectly satisfied with it the way it was. Turner's men pleaded with him that there was no use throwing away the profit on the whole contract by doing that tinting over when the people that paid the bills were satisfied.

But Turner patiently explained that he had planned for a certain effect in that room, and that he would not be delivering honest goods with the effect spoiled by the wrong shade on the walls. "I should never be satisfied with it myself," he said, "and one reason I work is for the satisfaction of doing a thing well."

Perhaps you say that wasn't business, but I tell you that it was.

#### **The Turner Idea of Service**

In the first place, neither Turner, nor you, my friend, nor any other man can afford to do violence to his ideals, be they artistic, literary, moral, or spiritual. That is the sure way to destroy them.

Secondly, that room was to be known and shown as a Turner room. If there was a false note in it, any discriminating critic would see it at once and judge Turner by it, and any man or woman with artistic feeling would sense the inharmony, whether he or she knew just wherein it lay or not. And Turner would suffer in reputation in consequence.

And so Turner is business man enough to look beyond the daily balance-sheet.

Here is another case.

Turner is often called in to decorate a house and finds that the owners have made up their minds to certain treatments. These may or may not be artistic. Sometimes there is more profit for the decorator in the ginger-bread or gaudy than in the beautiful and enduring. But Turner, by tactful use of the law of non-resistance, in five cases out of six, instructs his customers

in the canons of good taste until they decide for themselves to take the plan that he had in mind for their house from the first moment he saw it and them.

Here you see the educator. But it's good business, too. He can't afford to do anything but the best work.

Did you notice that I said "it and them?"

Yes, Turner studies the people that are going to live in the house as well as the house itself in deciding upon the adornment.

He holds that the interior of a house can be "unbecoming" to people just as their clothes may, and that the first is worse, because it can not be so easily changed as the clothing.

In manner and appearance, Turner is quiet and unassuming, but you don't talk with him long before you find that there is a power of personality behind that soft Connecticut voice. And then you begin to find that there are ideas in that well shaped head.

Well, I leave it to you to decide among the artist, the educator, and the business man. As for me, well, he's just Turner, of Eau Claire.

### How Thurston Woke up

**I** HAVE no business at Thurston's, but I always go to see him when I strike the town where he lives. And most times, I stay over a day or two just to rub up against Thurston and infect myself with the contagion of his spirit.

And yet, it is not so long ago when I hated to go into Thurston's dirty little store—when I dreaded even a few minutes' exposure to his miasmatic disposition.

Does that seem strange to you? Well it is so strange to me that I still gasp in wonder every time I think about it.

And yet it is simple enough.

You see, Thurston was a failure.

His business never had been much, and it had been steadily growing less. His stock was run down, shop-worn, out of date, and fly-specked.

Thurston himself was unkempt, ailing, morose, surly.

He knew that he was a failure, and had lost hope.

Now Thurston was a good man; that is he was steady in his habits, honest in his dealings, and good to his family in his melancholy way.

But he was a miserable sinner, just the same, for he laid all his troubles to his goodness.

"The trouble with me," he used to growl, "is that I am too honest to make money. I could have been a big bug, like Lawboro up the street here, and swell around in a crank-carriage too, if I hadn't been too distressingly honest to get it the way he got his."

Now when a man talks like that, he is in a pretty bad way, as you have noticed yourself. He is blaming about the only positive quality he has for the trouble caused by his negative qualities. And in that he isn't always honest, so there goes the last leg he had to stand on.

### The Miracle

Just about the time that I got so tired of hearing Thurston's jeremiads that I decided to quit calling on him altogether, the house sent me off to a new territory, and it was five years before I got a chance to kick up my heels in the old pasture.

As I walked up the street from the depot in the town where Thurston lives, I remembered the old pessimist and thought to myself, "Well, that old cuttle-fish has probably been dead two or three years by this time."

So I wasn't surprised to see that his old ruin of a store had been pulled down, and that someone had put up a handsome new three-story brick business block on a site that included the little patch of real estate where it used to stand. There was a thriving, spic-and-span dry-goods store on two floors of the new building, with artistic window-displays and a big electric sign. On the sign was the one word, "THURSTON'S."

I rubbed my eyes and looked again. Same thing.

"Must be some other Thurston," I decided. "Even if the old man had fallen heir to a fortune he couldn't keep up a store like this."

Just then a big touring car buzzed up to the curb and a live, energetic young



business man stepped out. He looked familiar. I was incredulous.

"Must be a younger brother of old Thurston," I explained to myself.

But he came right to me, with his hand out, a light in his eye, and a smile on his face.

"Hello, Mayne! Tickled to death to see you. Where did you drop from? Thought you had gone West for good. Come on into the store. I want to visit with you."

Well, I guess I must have followed him like a man in a trance, because he said, "I don't wonder at your amazement, old man. Why I'm just as amazed as you are, even yet. But the answer is easy, after all."

And then he told me about it.

A young book salesman had come into his store one day, nearly five years before this, and tried to sell him a book. During the talk that followed, Thurston trotted out his old wail about failing to make money because he was too honest.

#### Some Plain Talk for Thurston

"Why, Mr. Thurston," the boy exclaimed, his eyes opened wide, "surely you must be mistaken. If you are just as hard a worker, just as keen a buyer and just as good a salesman, just as wide-awake in your methods, just as careful about your accounts and collections, and just as clean and snappy in your store as the other fellows, and more honest than they are besides, then, of course you ought to be more successful, because, you know yourself, people would much rather trade with an honest man if they can."

"But you don't understand, my boy," Thurston had told him. "There are all kinds of underhand tricks these fellows play to make an extra profit, and the public doesn't seem to get on to them."

"But," the boy said, "if you sold plenty of goods, at a fair margin of profit, you would get rich, wouldn't you? And all you have to do to sell the goods is to get the people to buy them and keep on buying them because they are satisfied with them and with your way of doing business. And surely you don't have to be dishonest in order to satisfy the people."

That was a new idea to Thurston.

"I lay awake all that night thinking about it," he told me, sitting, there in his cosy private office, his feet on Wilton under mahogany. "I had to own up to myself that my honesty was not my handicap. And in the morning I went to work. First of all I had a house-cleaning. You wouldn't have known the old store when I got through with scrubbing-brush, wall-paper, and paint-bucket. Then I had a sale that cleaned out the old stock entirely. What wouldn't sell I gave away. I was bound to make a clean sweep.

#### "Clothed and in His Right Mind"

"I was so busy I had no time for my old habits of snarling at successful men and brooding over my troubles. So my health improved rapidly. The sprucing up of the store, and the brightening of my own personality made it easy to get credit, and I laid in a small line of quick-selling, up-to-date goods.

"Since then it's just been a case of hard work, keen buying, scientific salesmanship—I made a study of that early in my new life,—wide-awake methods, care in accounts and collections, an immaculately clean and attractive store, and a square deal to everybody—satisfaction guaranteed or money back.

"I made some good investments in property here in town, then began to organize the business men to advertise and build up the town. We attracted a couple of good factories here, started an academy, and got a new railroad through, with better connections with Chicago. That brought the farmers in here with their produce, and the town began a healthy growth. I made money enough on my investment to put up this building. It's all paid for.

"But, best of all, I am twenty years younger, enjoy every minute of the day, and do business not so much to make money as because I love it—I am glad to see the people served with honest, serviceable goods at fair prices."

And that is why Thurston is an inspiration.

"But dost thou love life? Then do not squander time, for that's the stuff life is made of,"—as *Poor Richard* says.

# How One Hard Working Retail Dealer Built Up His Business : *by B. C. Bean*

*An Analysis of the Problems, the Solution Reached, a Direct Appeal to Prospective Customers by Letter and What Followed*

A DEALER, located in a typical country town of 3500 in the "catalogue house district," realized that somehow he was being out-played in the game for business. This was particularly disconcerting because he had the store and the money to swing his business, a good line of credit with his suppliers, a rich territory from which to draw trade, and—lastly, a hard-earned reputation as a successful business man to sustain.

Here was a real, genuine condition—not an abstract theory. Every day saw business—not getting worse—but getting no better. The daily sales list showed a "fair to middling" trade. Mr. Dealer would have been better satisfied to have had things worse, that would have shown some vital defect—some positive fault in the selling plan—something that could be immediately discovered and set right.

## **The Problem—To Get People Into the Store**

After spending two weeks going over the books, making inventories, tabulating sales-lists, figuring direct and overhead expense, Mr. D—— had no reason to distrust the business. His investigation proved only what he already knew, that he was strong on buying, on sorting up and displaying stock, on selling a customer, once that customer was in the store, but he was not getting enough customers into the store.

After his two weeks' study of figures, Mr. D—— spent a week planning. It was a week devoted to one thought, this, "How can I get every man, woman and child who ought to buy, into my store, and educate them to buy of me?"

The weeks' study and thought simmered down to three plans, these—

Plan 1—Advertise.

Plan 2—Write letters.

Plan 3—Solicit personally.

Different days found Mr. D—— enthusiastic about each plan. Along the last of the week he shaped up his study into the

following thought, "Advertising I know little or nothing about—that is real result-getting advertising. I have not the time at present to solicit personally, so it looks as though I should have to try plan number two, business getting by means of letters."

So the rest of the week was spent in planning for business along the one line, by means of letters.

Before writing or even planning a single letter it was necessary to grapple with the problem of lists.

## **Building the Lists**

Mr. D—— had kept a more or less perfect list of customers. He had come by this list in two ways. Charge customers showed on the ledger. He and his head clerk knew the names of ninety per cent of the remainder, though no formal list of customers had ever been drawn up.

On ordinary cards such as are sold by any card supply house, were listed—as far as possible—the name and address of every customer the store had sold in the last three years. Columns were left for future years' business. These cards formed the nucleus of the list.

Then the county map, having the names of every land owner in the county, was consulted. Circles designed to show all residences five, seven and one-half, twelve and one-half, fifteen, seventeen and one-half and twenty miles from the store were drawn. Then the cards were consulted.

After putting to one side all city names Mr. D—— realized for the first time that ninety per cent of his country trade came from within the five-mile limit circle. That was the first thing that proved to him the worth of his projected system. He had felt vaguely that he had the "near-town" trade, but that the trade more than five miles out was going elsewhere never struck him so forcefully before.

Thus far he had been considering only actual past customers. He got a "Prospect

list" from three main sources. The map referred to listed land owners—not renters. Renters' names were in the county directory—also on the personal tax lists at the County Auditor's. He had no difficulty in compiling a list of every man in the county who ought to buy from him. In order to verify the list and get names spelled right he submitted it to several non-competing business men in the city. These men verified many of the names, identifying several as "slow pay," added a number to the list and changed the spelling of many foreign names, with a view to the fact that every man is more influenced by a letter which bears his name as he himself habitually writes it.

City names were more easily compiled. The voting and tax lists and the directory were used and the city was quickly put in shape.

Mr. D— then had three lists on hand.

- (1) Purchasers' or Customers' list.
- (2) Country Prospects' list.
- (3) City Prospects' list.

#### Trying it on the Influential

Unfortunately his list of cash sales could not be apportioned accurately as he had never listed the names of buyers along with their purchases. The correction of this oversight was provided for in the future by noting the names of the purchasers on sales slips, arranging these slips alphabetically and posting them at leisure on the customer's card.

Now two great things remained to be done, first to increase the total purchases of those already buyers, and next to get prospective buyers into the store, to make them customers.

Before carrying out any of the projected business-getting plans, Mr. D— called together his clerks and several friends, with one main purpose in view—that of getting as accurate information of each customer and prospect as possible. This information-meeting was productive of the best results. Scarcely a card did not bear some bit of concise information when the session was through.

Special care was taken to designate those customers and prospects who were the center of "interest-circles," who when they bought extensively at one store brought

other trade with them. The get-at-able side of each prospect was considered in detail and noted for future use.

A try-out was determined on, to include twenty-five leading farmers—these being the center of various groups of interest in the twenty-mile limit circle.

When it came to writing the try-out letter considerable time was spent in getting a letter which had just the right turn. Then this much worked-over letter was discarded and Mr. D— wrote the following message:

"Mr. ———: Will you please call in the store the next time you are in town?  
Sincerely,  
"MR. DEALER."

That was the try-out letter. It was the basis of all future soliciting letters to both customers and prospects. It asked for something definite and got it, for twenty-four out of the twenty-five written responded.

The prospect, once in the store, was treated as an invited guest. He was impressed with the up-to-dateness of the stock, the quality of the goods and the reasonableness of the price and tactfully given dozens of novel advantages of trade relations, with a live home dealer. Though none were urged to buy, yet a majority had their names on the "customer's card" before leaving town.

When returns were all in, the following was the showing:

|                                             |         |
|---------------------------------------------|---------|
| Cost of try-out letters, 25 at 5c..         | \$ 1.25 |
| Profit on sales, traceable to letters ..... | 21.50   |
| Net profit on 25 letters.....               | 20.25   |

This was a high mark to keep up to, but Mr. D— succeeded in doing it. His bold invitation letter he later worked over in many different ways. For some he tried a page of heart-to-heart talk, for others he kept to a formal style. But he went over his list, town, country, prospect and customer, with some kind of a letter. All got an invitation, plain and unmistakable, to come in.

Mr. D— got results, but more than that he got for himself the priceless working knowledge of one mode of business getting.

And he still has advertising and personal solicitation to try.

# Strike Off the Heavy Shackles of Conventionality : *by* Jerome P. Fleishman

**M**ORE DOWNRIGHT unhappiness is caused in this funny old world in which we live by *conventionality* than by any other single influence known to man.

Yes, that is a broad statement. But those who have really tried to be themselves—those who have gone up against the stone wall of tradition, or who have squirmed under the oppressing finger of custom—will agree with me.

If you don't agree with me, just try for yourself the experiment of *being yourself* for a brief period.

## Wearing Ready-Made Prejudices

Oh, no; it isn't as easy as you think!

Most of us think what others think. We have not learned to think for ourselves. We swallow our religion, our morals, our dress, our habits and even our food because each or all of these things happen to be generally accepted as proper by the persons who make up our own little world.

There are faiths that hate other faiths; creeds that look down upon and despise other creeds; followers of some particular doctrine or code of ethics who are on cut-throat terms with followers of any but their own ofttimes narrow and selfish ideas.

And why?

Well, ask the next man whom you meet—if he should happen to be a hater of every other race or creed or belief but his own—the reason for his hatred.

I know what his answer will be.

It will be "just because."

That is the best argument that can be put up by those poor creatures—of whom, alas, the world is too full—who, for reasons that they cannot set forth intelligently (because, perforce they do not *know* them), hate their fellowman. They know nothing of the Universal Brotherhood of Man. They do not know that we are each and all a part of a great Whole. They do not stop to think that there is but one God, and that He loves all His animate kingdom. The Great Book teaches them that to *hate* is a sin.

Yet I have seen followers of particular creeds or religions or beliefs, or whatever you choose to call the present-day forms of spiritual worship, hate followers of some other particular faith with a cordiality equalled in warmth only by the fires of Hades itself. And yet these same folks think themselves truly religious!

The man who is truly himself can find no room in his heart for hatred of his fellowman. It is the follower of unthinking Conventionality who believes himself superior to some other private in the ranks of free-thinkers.

Most of us dress a certain way because convention has sanctioned that way, to the exclusion, perhaps, of comfort, common-sense and even decency. Our morals are found in books. Our habits are the unconscious accumulation of a constant mimicry of what others do. Our food is made up of what "the other fellow" has accepted as good for *him*.

## How Some Folks Miss Happiness

Isn't that kind of a life a farce, when you stop to think of it? *I* think it is. There are two kinds of offenders. There's the man who simply doesn't know any better because he never thinks for himself and wouldn't know how to begin to form his own opinions. And there's the man who knows better—who revolts inwardly at the distasteful things imposed by conventionality—but who hasn't what is commonly referred to as the "courage of his convictions." There is nothing left to do for the former but to pity him. The latter deserves the scorn of all true men who are working for the uplift of the race and the betterment of the world.

The man who does not dare to be himself is never happy. He is a slave to conventionality. His thoughts, his feelings, his tastes and his desires are handed down to him in In-er-Seal packages. He smugly accepts what the world throws at him, but never gives anything in return to the world. He does not know the supreme joy of

creating. He has never felt the divine thrill of origination. To him the satisfaction that comes with real service is unknown.

#### The Real Self Buried

But there is another form of this unhappiness through convention. What more sorry creature could one imagine than the poor devil who, bound hand and foot by his fear of what others will say if he dares to follow out his own ideas and his own instincts, goes to his grave with the best in him undeveloped and his true self hidden under the lacquer of ready-made customs and blindly-followed dicta!

Conventionality saps our real strength. It kills the "I" in us. It dulls the edge of our hopes, our desires and our aspirations. It makes us *persons*, not *individuals*. It fosters fear and breeds self-ignominy.

In the name of all that is worth while, let us not be slaves to convention.

Let us dare to assert *ourselves*.

Let us *think, feel, judge, act* according to *our own instincts*.

The world respects at heart the man who is true to his own mind and heart and soul, even though it openly offer nothing but derision.

Let us dare to be *Men*.

## A Word About Service

By MILTON BEJACH

*Taking the editorial in the February number of The Business Philosopher as his text, the assistant advertising manager of the McCaskey Register Company, preaches the little sermon given below to the sales force of that company, and prints the preachment in The McCaskey Bulletin. With this kind of business literature in circulation, and backed by the authority of the largest firms of the country, things look hopeful, brother,*

**H**E IS holiest who serves best." This is a quotation from the latest writing of the Apostle of Modern Business, Sheldon.

And here's a man who writes advertising stuff for a living, who is going to try to preach a little sermon on this text. Sometimes the man who writes this has an idea that he'd have made a better preacher than anything else—but to get back to the subject.

"He is holiest who serves best."

That's the essence of religion in a nutshell.

To serve your God well, you must serve His children well, to the best of the ability God gave you.

The bluest blooded royalty in Europe is proud to wear on its coat-of-arms this motto: "Ich Dien," which translated into plain everyday English, means, "I serve."

You men who carry the trunk and gravity sample and fly the banner of the

House of McCaskey, perform a holy service every time you demonstrate your proposition, provided you do it with your whole heart and mind. And by the way, doing things with all one's heart always makes those things better done than if they were performed in a half-hearted way. That makes for orders you see.

#### The Essence of Business

But to get back to the philosophy of this thing: Every time you install the McCaskey you are easing someone's load, taking a burden off someone's shoulders, making life easier and smoother for someone. Of course, you are doing this to make a living, but you are all working for something more than a living.

The man who in addition to working for himself and his family, does not work, does not try, to make the world a better and brighter place to live in, is a pretty poor sort of proposition.

The fellow who does not try to leave the world a better place than when he came into it, had better never have been born. He's a drag on the wheels of the cart that carries us toward the millennium.

To be a successful McCaskey man you cannot be anything else than a booster, a fighter for the best, a plugger for mankind.

The holiest, holy man can do no more.

# Some Principles of Modern Magazine Management : by Erman J. Ridgeway

*A Talk by the Publisher of Everybody's Magazine and the Butterick Trio,  
Before the Chicago Advertising Association, Reported by Luther D. Fernald*

**L**ET'S GET together in improving the relations of business men with each other.

I want to tell you that there should be no place in our business methods for the "knocking" of competitors. Any man who makes any other man's game harder ought to be brought to task. I realize that we in the advertising business may let slip some hot word or even thoughtless comment that will do damage to the other fellow; but we owe it to ourselves as advertising men to play the game fairly.

I have always tried to maintain in our office the principle that it is not necessary to ruin any one else's business to make ours.

It is hard for the younger and older boys to realize that when they criticize a rival they are reflecting on their own business.

An advertiser sitting at his desk placing business who listens to a stream of conversation, all of it praising one medium or one class of mediums and criticising other mediums, naturally—inevitably—must in his own thought begin to wonder if there is not something wrong about the whole business; whereas if a man takes the position that he is working for his house first, but is glad if he can in justice say a good word for the other house, the effect on an advertiser must inevitably strengthen all advertising. As a working principle this attitude is invaluable.

## A Plea for Fairness

I should very much rather lose business than to run it in our periodicals knowing that it had been gotten at the expense of the character of some other worthy man. I am a bit selfish in talking to this point.

The publications with which I have recently associated myself have suffered considerably in the past from criticism; I think some of it was justified, but all of it I believe was unnecessary.

I don't believe anybody else has profited proportionately and to a sufficient degree to compensate him for any harm he may have wittingly or unwittingly done to those properties, and I cherish the opportunity I have today to say to you that we should appreciate the utmost consideration on the part of all of you at this time while we are in a measure rehabilitating ourselves with the advertising public.

It may be unusual for a man to stand up in a company like this and talk as frankly as I am doing, but that is my habit, and when I want anything the easiest way is to ask. If I had the assurance from this company that they would be willing to stand for it, I should be willing to talk until this time tomorrow, if you would listen, to accomplish this end.

## About Imitation

The other point I wish to have you realize is quite another feature of the business.

Nearly every man has some more or less justified complaint because some other man in his line of business has imitated him. No man who prepares good copy can be sure of having a monopoly on the use of that copy; you have all felt this in your various lines of work. If a man has an idea worth anything, it has been imitated, and he is inclined to resent it. I want to talk a little about this, and perhaps throw an entirely new light on it.

Take a copy of *Everybody's Magazine* and glance through it hurriedly. If the covers were off that magazine and two or three others, typographically I could not tell them apart or distinguish the difference between our magazine and others.

Now it would be very easy for me to say that the other fellows were imitating me, but when I stop to think the matter over I remember several balancing considerations.

I learned what I know of the business side of the publishing business from Mr.

Munsey, and when I left his institution, with great regret, I availed myself of all the knowledge I had learned up to then.

I brought into *Everybody's Magazine* Mr. Munsey's department of storiettes and called them "Little Stories of Real Life." I started a stage department, and called it "The Players," and did everything I could to borrow from the Munsey publications everything I thought gave them strength that our magazine did not have.

Then I went over to McClure's shop and borrowed from him his conception of the needs of the American people. Mr. McClure was the first magazine man to start those public campaigns against privilege and political crimes. It seemed like a remarkably good lead; it fitted with my personal feelings; and I had no hesitation in copying it in my own way.

Then I went to Philadelphia and found a department of short stories, and borrowed that, calling it "Under the Spreading Chestnut Tree." Then when necessity came along and I could not turn the magazine out for 10 cents and live, I took another leaf out of Curtis's book and made the price 15 cents and got away with it.

#### Keep Ahead and Let Them Borrow

Then I got in another hole and it looked as if I might lose the control of *Everybody's Magazine*, and I talked with Ben Hampton, who is one of the cleverest men in America—in imitation as well as other things (and is right in my own class, in fact, in that regard)—and Ben said, "Why don't you advertise your stock in your magazine?" I said I did not think I could get away with it. Ben said, "I think you can," so I wrote what seemed the proper advertisement, and it sold all I had to sell in one issue. I borrowed that from Ben Hampton.

The point I am trying to get home to you is that nobody is wholly original, and that the man who cannot keep out of the other fellow's way with new things is going to get run over, and it is up to him to keep out of the way and not complain.

There is no man in business today, however successful, who has not borrowed right and left from every one else who has gone before him, and who is not borrowing every day from every possible source.

When I point out that view of the case you see how the situation begins to clear and what a pity it is to waste the time complaining about the other fellow that you might be putting in getting out something new that would take him a little while to get around to.

#### Successful Competition Helps Business

Another thing in this same connection I would like to speak about, if you will bear with me, is the appreciation of the value of a successful rival to your business.

A magazine that has the precedence in its field—a precedence so great that no other publication is in its class—is in grave danger. It is easy to understand when you stop to think of it. The people buy what there is a habit of buying. The more people you can get to buy magazines the more people will buy your magazine.

If a man goes into another man's house and sees him reading a magazine, it puts the thought into his mind that he ought to read them; in other words, the more magazine readers we get, the more we are going to get. The more magazine readers Curtis, McClure, Munsey, Phillips and all the other publishers get, the more people I have a chance to reach with my magazine. Do you follow me? Their success helps my success. If we can make magazine reading popular we are all successful.

It is even more so in advertising. What would be the situation today if there were only two successful periodicals? How quickly would all the other interests that exploit advertising sweep that business away? With the newspapers, the billboards, the street cars and other interests crowding, and the magazine business with only two successes, it would be only a little while and there would be no successful magazines.

The more successful magazines in my particular line that come into the field, the better I like it; and when you realize that, you see how simple it is for me to help other fellows' games, knowing it will help me too. It may not be immediately, but there is no reason why the good magazines should not be full of business.

The advances magazine publishers have made in the last five years have been an extreme gratification to me.

# The Argumentative Egg-Merchant and His Selling Talk : *by M. Ellis Winter*

"**A**NY NEW laid eggs today, madam?" The egg-merchant carefully deposited his basket of new-laid on the step, surveying them with pardonable pride, for they were indeed splendid specimens of the art of the hen.

The economical housewife was less enthusiastic, for experience had taught her—amongst other things—that to praise the goods before inquiring the price is—well, injudicious!

"How much are you asking for these?" she inquired, frigidly, in tones that implied that, whatever the price, it was a disgraceful imposition.

"Threepence each, madam, and every egg guaranteed to be absolutely new-laid, in fact, as good as any egg to be obtained anywhere."

The housewife surveyed him with horror, tempered ever so slightly by amusement.

"You really can't expect that I shall pay threepence each for those eggs when I can get them just as good at the top of the road for three-ha'pence?" she said.

## The Logic of the Case

"Pardon me, madam, but they are not just as good or anything like as good. They are foreign eggs to begin with—some weeks and in many instances months, old. Then, again, as you must know, they are not reliable. Surely it is better to pay threepence outright for a thoroughly reliable egg, than to buy a threeha'penny egg, go to the trouble and expense of cooking it, only to discover after it is brought to the table that it is addled! You have the extra trouble of re-cooking, which is more than annoying when the meal is already prepared and the tea or coffee steaming hot, and also the unpleasant certainty that the second egg, even if good enough to eat, is certainly not as good as it should be, and has yet cost you just as much as a guaranteed new-laid egg would have done originally."

He paused,—breath being a necessity of even the most fluent orator—and had the

satisfaction of seeing the very slightest suggestion of acquiescence in the housewife's eye.

"But," she observed, almost timidly for a person so determined as she intended to be, "although what you say is certainly logical, it somehow doesn't seem quite to justify the expense."

Which was a specimen of feminine inconsistency that the egg-merchant rightly passed over, as being incontrovertible.

## Objection Overruled

"Besides," continued the housewife, catching eagerly at a new thread of argument, "I use most of my eggs for cooking, and nobody would *dream* of paying threepence each for cooking eggs!"

"But, madam, you speak of 'cooking' eggs as though they were not also for eating. Why should you put into a cake or pudding the egg which is unfit for the breakfast-table? It is the same egg, and whether it is beaten up with flour and butter or boiled or poached in the ordinary way, its qualities remain the same. Then again, nothing is more disastrous than to have a cake or pudding ruined by that unpleasantly 'musty' flavor that always pervades anything made with a stale egg. It may appear quite good when you beat it up and mix with your other ingredients, but it is both provoking and expensive to have your cake spoiled as I have mentioned—much more expensive than if your egg cost threepence and your cookery was rendered above criticism."

"Threeha'penny eggs have always seemed all right to me"—the housewife's objection was positively feeble this time—"and I always flatter myself that I can detect a bad egg instantly when I break it for cooking."

"Which remark, if I may say so, only confirms my opinion that you must have had much practice in the detecting of stale eggs," said the irrepressible merchant. "Do you know, madam, if you were to keep account of every useless egg you buy and the cost thereof (time, labor, gas, etc., con-



sidered), you would, I am sure, agree with me that this apparent cheapness is dearer in the end.

#### Bringing Science to His Aid

"There is just one thing more I would mention," he added, "and that is a scientific fact. To begin with, I suppose every lady, especially every young lady, (with a Chesterfieldian bow) is ambitious that her cookery shall be as nearly as possible perfection. Now if you will compare the albumen or 'white' of a new-laid egg with that of one, say, a month old, you will notice that the former is much thicker and more 'treacly' than the latter, which is so impoverished as to almost resemble water. In cooking, it is this albumen which, mixing with the flour, forms tiny air-cells, so rendering the article deliciously light and dainty. It stands to reason, madam, that if the albumen be poor and thin, it cannot possibly properly assist in this very necessary operation, so that all your care and delicacy of touch in pastry-making is wasted or at any rate partially nullified. And all this for a question of threeha'pence! Why, madam—"

But the economical housewife was vanquished.

She is a regular customer now.

### Kindliness, The Parent of Tact

By W. T. Goffe

**T**HE MORE I think of it, and the more I gather in experience of its usefulness, the more convinced I am that no man is tactful, who is not first kindly.

The better perspective I get of tact, the more keenly I realize that it is "speaking the right word or doing the right thing, in moments of doubt or emergency."

All at once, without warning, something crops up which, unless handled efficiently, threatens utterly to destroy the state of mental atmosphere we know as confidence. We haven't anticipated anything like it, and here it is, the emergent moment.

What then?

Why, tact, of course, should meet it. But the unkindly man trips, and the field is lost.

Why the unkindly man? Because kindness, considerateness, and disinclination to

offend others, operate to grease the ways for the champion tact swiftly and smoothly to glide to the front and win the day.

Think of it for a minute: How is it possible for a man to use that fine mental tool of success, tact, who is hateful, spiteful, and disgruntled?

It won't do.

No sirree, none but the kindly, the helpful and considerate, can win the battle in the moment of emergency.

And when the emergent moment comes to us, as come it will and does without noise or notice, nothing but the militant quality of tact can save us, and that depends upon the quality of our love.

Here's a little story. It isn't more than fifteen hours old, and I'd love to check up the percentage of men and women who read it, who mentally say "that's so, I have been the star actor in that very play, myself."

A gentleman said to one whom he met "Tell me, whatever became of So-and-So? I liked him real well, and I have often wondered where he went after leaving—"

The one of whom the inquiry was made didn't "like" So-and-So, and did not feel kindly about him. His bile was roused and his feeling slopped over, and he replied acidly that he didn't know where So-and-So was, and indicated very clearly that he had no desire to know where he was.

Now where was tact? Why it was snagged way back yonder on the ways. It couldn't get on the field and emergency won the day.

The business connection that was in the process of building snapped and things went wrong.

Had kindness and consideration, as qualities of the feelings, been cultivated and developed, the situation would have been saved, for the reply would then have been smooth and free from spite, and tact would have operated.

Isn't this so true and clear that one must say "amen"?

Let us do it—be tactful.

"Wise men learn by others' harms; fools scarcely by their own,"—as Poor Richard says.

# Turning the Dollar—the Key to Success in Retail Trade : *by* Glenwood S. Buck

**A**FTER all, making a success in retailing—or in wholesaling either—is an easy matter. There is no strange mystery about it. It does not require a special genius. It does not demand a cultivated talent—nor is it due to any secret or undefinable knack.

There is one way—and only one way—to succeed in retailing and that is to keep the dollars working—all the time. And this is a simple matter.

To be sure, it requires work—but anybody can work. That's not genius. Or is it? Perhaps it is. Anyway, we can all work—if we want to.

A dollar has come to be such a paltry, common thing—it really hasn't much value nowadays. It can go for a dinner, a ball game or a few cakes of yeast. Then it's gone for good. There are more coming. So why bother?

## The Dollar at Its Highest Working Power

To be sure, one might buy a jackknife with a dollar. And he might sell it for a dollar and a half. Then he might buy another for a dollar and again sell the new purchase at the advanced price. If he could repeat this operation fast enough, he might be able to make a good-sized fortune in a day—and all on the investment of a single dollar.

There are ten thousand knives purchased by American consumers alone every twenty-four hours—which indicates possibility.

This improbable operation would be giving the dollar its highest working power.

Turning the same dollar once in a year is the other end of the string.

Success in merchandising lies in giving every dollar in the capital stock its highest possible efficacy.

The whole secret lies in the lone dollar. It makes no difference whether its number is one or one million, if it isn't put to work, it's useless. It may earn a few cents in a day or it may earn a few cents in a year. In the one case it is doing its duty—in the other it is loafing on the job.

Every dollar you have should be made to pay its board and keep.

Many a merchant's "working capital" is a misnomer—it doesn't work—it merely snuggles, comfortably and close, upon the store shelves.

In fact, there are stores that are nothing more or less than mercantile morgues—crowded full of dead dollars, piled high.

Dollars, like men, need action to live—they must have exercise. A month's "rest cure" on the store shelves is almost too much of a good thing. At the end of two months they become seriously sick—and at three, expire. To be sure, they can be resurrected—but there's always loss and suffering in the process and little satisfaction in the revival.

But, how shall the dollars be kept alive?

## The Point of Diminishing Returns

A steam boiler will produce a given amount of power with a given amount of coal. Up to a certain point it will produce sufficient power at a medium cost. Beyond this point every added pound of power it produces costs increasingly more.

Every engineer knows that if a boiler will produce forty-horse power on a half ton of coal per hour—it will not by any means produce eighty-horse power on a full ton per hour—more than likely it will produce sixty. Forty-horse power is the maximum which the boiler will produce at a minimum cost. The point where it passes its highest efficiency is known as the Point of Diminishing Returns.

A healthy man may easily run at his highest speed for fifty yards or so. Beyond a certain distance he must exert an increased effort to maintain his speed—for the same effort will not allow him to keep it up. After he has run his "distance" his speed will decrease—even though he puts forth the same effort.

He has passed the point where he receives the greatest returns for the energy expended.

Up to a certain point the merchant may invest his dollars in merchandise, which

will keep them working to the highest possible efficiency. He may buy those things for which there is the most common and constant demand and on which the profits are the most attractive. But there is a point in this direction which he cannot pass without decreasing the earning capacity of his dollars. This is the point of diminishing returns in merchandising.

The variety store—basement or department—works up to the point of diminishing returns—and then stops. It keeps its dollars working to their highest point of efficiency. It invests no money in the slow moving staples—at least it does not until it has to—and then it does it with a full realization that its investment in the added lines will bring diminishing returns.

The wise merchant avoids these lines—as much as it is possible.

The “easy” merchant takes them on at the first opportunity and soon has his shelves piled full of dead dollars.

You can’t afford to turn your store into a mercantile morgue. Keep your dollars alive—keep them working.

### Get Nearer

By Fred Rigg

**M**R. SALESMAN, is your order-book marked on the opening page “Patience with Enthusiasm”?

A successful man needs these two attributes, the former for his own movement, the latter for his customers.

With the Romans, the word corresponding to “patience” was “suffering” and suffering can only be borne with calm endurance when it is realised that it will lead to better days.

Some time ago, three salesmen were being compelled to waste time by a competitor who was in a buyer’s office and the talk veered round to the virtue of patience.

“Let me recount a recent experience” said the eldest. “A year ago, I had specially fixed up an appointment with a large buyer who was anxious to place a contract with us. We had got well onto the closing point, when Bang!!! went the office bell. The buyer opened the door and without speaking showed himself for a moment to the caller,—a salesman. We resumed the business and all went well for three minutes

or so, when Bang!! went that bell again, louder even than before. Up jumped the buyer and addressed the impatient ringer:

“You’re in a hurry, are you? A great hurry!! Well, I wouldn’t for worlds detain you. Leave me your offer. I’ll forward you an order—when I require you to call again.” This was to a man who had sold him thousands of dollars worth of goods but impatience closed the account and it has not, as yet, been reopened.”

You must not, however, rush to the opposite extreme and never ring a bell; neither must you persistently call on a prospect without getting a little nearer to his signature.

Unless you keep on the “qui vive,” you will find that every time you are turned down, the process is made easier for the buyer to do it again.

Therefore, it behooves you to get nearer to him every time you call. One can do this by learning from his own lips something about his business, about himself, his struggles and his successes. On the other hand teach him something about yourself, your house, your goods and some day you will be agreeably surprised to find an order awaiting you—it you Get Nearer.

### The Power to Do

By Glenwood S. Buck

**T**HE MAN who waits for opportunity and when he sees it takes it, is not so good a man as he who does not wait, but makes it.

If I were asked what is lacking in the majority of men, I should say: initiative coupled with judgment.

By the power of the former a man is impelled to do things and may make mistakes. On the other hand his mistakes tend to cultivate judgment and his earlier failures may be turned into stepping stones to success. Many men fail because they fear to attempt.

“Many estates are spent in the getting, Since women for tea forsook spinning and knitting,

And men for punch forsook hewing and splitting,”—*as Poor Richard says.*

“Rather go to bed supperless than rise in debt,”—*as Poor Richard says.*



# The PHILOSOPHER AMONG HIS BOOKS

**"WRITING THE SHORT STORY—A practical Handbook on the Rise, Structure, Writing, and Sale of the Modern Short Story. By J. Berg Esenwein, A. M., Lit. D., Editor of Lippincott's Monthly Magazine. Hinds, Noble, and Eldredge, 31-35 West Fifteenth Street, New York.**

When the editor of a magazine largely devoted to the short story sits down, and, with the help of his editorial staff and goodly number of his brother editors on other magazines, undertakes to tell the uninitiated about all there is to know about this charming kind of fiction, from its beginnings away back before history began, down to the sale of his first effort by the struggling young writer of 1909, then, permit me to suggest, you have a book.

Editor Esenwein evidently had a very keen perception of just what the ambitious writer would want to know, so he set it all down here in this book in very simple and easy paragraphs, logically arranged, and supplemented with a wealth of illustrative matter, so that he who runs may read and understand.

First, he gives us the history of the short story, then he tells us what it is and what it is not, the kinds of stories and what they are based on, how to choose a theme, how to gather the materials, how to weave in the facts, how to map out and develop the plot, what form of narrative to use, how to open the story, what setting to give, what to put in the body of it, what kind of characters to use and how many.

He treats of the dialog, the style, and some special characteristics of this form of fiction.

In Part III, the author takes up the preparation for authorship, treating of originality, talent and training, the acquisition of a vocabulary, and the dissection of an ideal short story.

Part IV is about the sale of the story, and, in some respects the most important part of the book. In Part V are the appendices.

There is such a wealth of good instruction in this little book that I would recommend it to all writers, whether they affect the short story or not. Writers of advertising will find much in this book that will be of interest and profit to them.

If the study of this book will improve the quality of the average short story—and I think

it will—I hope it will have a wide circulation among writers.

**"CHERRY FEASTS FOR BARBAROUS FOURTHS"—By Asenath Carver Coolidge. Published by the Author, Watertown, New York.**

A simple, homely story, without pretensions to literary laurels, told as a protest against the noise, fire, maiming, and slaughter of the modern "celebration" of the Fourth of July. And not only a protest, but a suggestion of something better to take its place. Woven into the story is an argument against war and preparation for war.

**BETWEEN TWO REBELLIONS—By Asenath Carver Coolidge. Published by the Author, Watertown, New York.**

This is the story of a southern girl's experience in the North after the Civil War, in which her father and his brother from the North killed each other. She is brought to the old homestead by their father. The only other living member of her uncle's family—the uncle who had killed and been killed by her father—a young daughter, also lived with the grandfather. Notwithstanding the tragedy of their lives, these two young girls loved each other from the first. Their story, through the man-of-all-work on the homestead and a girl friend, gets involved in the Riel Rebellion in Canada. The story is replete with wise, quaint, witty, and solemn preachments against the sinfulness, waste, cruelty, and uselessness of war, put into the mouths of the various characters of the story. There are four love stories running through the plot, all of which end in a quadruple wedding at the old homestead.

**"TREASURES OF TRUTH"—By George F. Butler. S. De Witt Clough, Ravenswood, Chicago, Illinois.**

Dr. Butler says that Emerson ranks the quoter of good things next to the originator of them, and I suppose that is true, at least in a measure. At any rate, Dr. Butler has done us all a favor in getting together these quotations, without "the pestiferous quotation mark." And he has strung them together so skillfully and harmoniously that they read almost like the paragraphs of one continuous work by one

author. This effect is heightened by the division of the book into chapters under appropriate headings, such as "How to Live," "Some Thoughts on Work," and "Worry and Trouble and How to Overcome Them."

The book is a little beauty, bound in lavender and light brown, and printed in deep brown, with pale blue borders and initials on egg-shell India tint paper.

At first I didn't like it because Dr. Butler fails to tell us who is the author of each of the gems he quotes, but afterwards, I was glad that he didn't. The question is, "does the thing ring true to my heart of hearts?" and not, "who said it?"

**HIGGINS—*A Man's Christian.*** By Norman Duncan. Harper & Brothers, New York and London.

Here is a straight-forward little story, without frills, but with the power of simplicity in it. And it is true—about a real man, doing the work he loves in a big, hearty, two-fisted way. That is a strange way to talk about the ministry of a preacher, but Higgins is no ordinary parson.

Up in the lumber camps of northern Minnesota, tramping frozen miles through the big woods, covering a territory of over two hundred square miles of forest, the Rev. Francis Edmund Higgins serves thirty thousand parishioners. And he has been at it for about fifteen years.

Up there they all call him "The Sky Pilot," or just "Pilot" for short, and everybody respects him—most of them love him, though they are a wild lot of lumber jacks, bartenders, gamblers, panders, thieves, and scarlet women. And he has won their love in the way that love is always won—by loving them. They know that he is true, clean, manly, courageous, self-sacrificing, and without a murmur of cant all for their sakes.

Mr. Duncan's little book is principally a cluster of incidents from the life and work of this "man's Christian," some humorous, some full of a tender pathos, some martial, some horrifying, and some solemn and almost sublime. We see this sturdy Irish-Canadian turning the tables on the drunken logger of a camp where he is preaching in the bunk-house, holding the light of his faith for poor sinners going out into the darkness, pummelling into submission a bartender who interferes with the rescue of a youth, going down into the reek and horror of the "snake room" in a saloon (where are piled lumber jacks stupefied and crazed with drink) lifting up some delirium-raving boy, carrying him away on his back and nursing him back into his senses, starting some sin-weary soul on the road to cleanliness and honor, or holding the "stakes" of men afraid to trust themselves with the money until they could get through the lumber towns with their saloons, dives, and hells. He even goes into the saloons and strips some of his proteges—especially the young boys—of their savings, holding the money for them until the debauch is over.

This man had ambitions when he was young. A man of his red blood and vim might have won luxury and even fame in some big city church. But he gave it all up for his lumber jacks, in response to a clear call heard only in his own heart. It warms a man's heart to the whole race of humans to read of a man like Higgins.

**THE DOCTORS—*A Satire in Four Seizures.*** By Elbert Hubbard. Done into a book by The Roycrofters at their shop, which is in East Aurora, New York.

This play has to do with the adventures of a Mrs. X. who is mysteriously landed in a state hospital for the insane, although her mind is singularly clear and sweet. Once there, she makes the best of things, wields the influence of a gentle but strong personality over the superintendent, many of his staff, and the patients. She preaches the doctrine of sunshine, fresh air, cheerfulness, service, and good sense, organizes squads for gardening, and begins to effect many reforms in the treatment. She is opposed by several of the doctors, led by Dr. Charclot, the assistant superintendent.

It turns out that she is the wife of a preacher, who has conspired with a physician and a lawyer to have her declared insane, so that he can divorce her. Her child is smuggled to her and cared for by Uncle Billy Bushnell, man-of-all-work about the place, in his own home, where she frequently goes to visit the little one.

In the absence of the superintendent, Dr. Charclot orders her to take the "rest cure," being strapped in bed for weeks and drugged, a treatment that often proves fatal to the victim. She is spirited away to Uncle Billy Bushnell's, where her husband, with his physician and his lawyer trace her. The doctor and the lawyer, with Dr. Charclot, have been appointed a commission to examine into the mental condition of Mrs. X. and demand that she be produced. But she is hiding in a pantry. Suddenly she appears and begins hurling crockery at the commission, at the same time making a wild speech, with many hard jolts for the three professions represented. Of course she is declared insane, which is just what she wanted. Her husband gets his divorce, which is also a bit of good news for her. But, meanwhile, she becomes more influential than ever in the hospital, with the result that the whole system of the place is reformed on common sense principles. And then comes the love story. Happy ever after, of course.

This satire gives the caustic sage of East Aurora an opportunity for getting a great deal off his chest about a good many different kinds of offenders against sweetness and light. I suspect that is what he wrote it for. But it isn't all capsicum. There is some rather clever wit, a dash or two of homely wisdom, the spice of humor, a little flavor of poetry, and some stuff that will go by no other name than preaching.

Typographically and in paper and binding the book is good to look upon, easy to read, and pleasant to the touch—all but those cartoons! Oh, Fra Elbertus, how could you?

# GET TOGETHER PAGE

In this page our subscribers will have the *free use* of a four line space for one insertion. In this space they may advertise themselves for sale or may advertise for the services of some one else. Others—not subscribers—to THE BUSINESS PHILOSOPHER will be obliged to pay 25 cents per line for classified ads. In sending in your ads you should figure seven words to the line so that there will be no trouble over the insertion.

**WANTED—FIRST-CLASS SALESMAN FOR** studio; unlimited field; good salary and commission. Great possibilities to absolutely first-class man, according to Sheldon ideas. Louis Fabian Bachrach, Photographer, 1 Chatham Street, Worcester, Mass.

**SALESMAN—SIDE LINE, OR EXCLUSIVE. A** line that sells to merchants, banks, etc. Liberal commission. Patent Novelty Co., Fulton, Ill.

**500 GUMMED STICKERS  $\frac{3}{4}$  x 2 PRINTED TO** order 25c. Other printing cheap. A. Kraus, 409 Chestnut St., Milwaukee, Wis.

**FOR SALE—ONE GEM ADDING MACHINE** practically new. For particulars write A. W. N., care Sheldon University Press, Libertyville, Ill.

**SALESMAN WITH EXCELLENT ADVERTISING** knowledge and practical business experience would like to connect with large concern where ability and results count. Located at N. O., La. Jos. L. Gundermann, 322 N. Gahiz St., New Orleans, La.

**WANTED—BY BANKING HOUSE, MEMBERS** N. Y. Stock Exchange, experienced bond salesman, Sheldon student, Box 933, Buffalo, N. Y.

**BUYERS IN ANY WHOLESALE BUSINESS SEND** for a sample sheet of a practical, simple merchandise stock record, that shows quickly, stock on hand, ordered, in transit, and cost. A complete buyers' guide. D. D. McLean, Saginaw, Mich.

**SALESMEN—BEST COMMISSION OFFER ON** earth; new, pleasant; all retailers; samples coat pocket; best men earning \$500 to \$1,000 per month. Main 1701 College St., Iowa City, Iowa.

**I WANT A JOB—I HAVE A CLERICAL POSITION** with Uncle Sam, but small pay. Education: two years at Stanford University plus business college. Write L. W. Van Velzer, 407 P. O. Bldg., S. F.

**ARE YOU SURE THERE ISN'T A LEAK IN YOUR** soliciting letter arguments? If there is I might be able to spot it at the very first reading and mend it with a word or two. Lots of the form letters floating around are not only full of weak spots, but positively prejudicial to the sender's business. If you want your letters put together with clean-cut, corn-fed Anglo-Saxon that goes to the quick without giving offense I can help you. Jed Scarboro, 557 A. Halsey St., Brooklyn, N. Y.

**FARM LANDS IN ARKANSAS ARE CHEAP, AND** yield big crops that pay. Read "Story of an Arkansas Farm." Free bargains for sale. F. E. Patrick, Brook Farm, Olvey, Ark.

**WANTED—EVERY BOOKKEEPER TO READ** "How to Become a Head Bookkeeper, Auditor or Public Accountant." Worth reading, will send it from Chas. A. Sweetland, 10 Boylston Bldg., Chicago.

**WANTED—GOOD SALESMEN IN THE GROCERY** line to handle our goods on the side. Exclusive territory; large commission. Sample easily carried in pocket. The Star Mfg. Co., Meriden, Conn.

**WANTED—SALESMEN OF THE "LIVE WIRE"** class to handle Star Egg Carriers and Trays; also Farmers' Modern Egg Crates. Unlimited opportunity. Call or write. Star Egg Carrier & Tray Mfg. Co., Rochester, N. Y.

**WESTERN BUSINESS CONDITIONS INDICATE A** heavily increased demand during the spring months for competent bookkeepers, stenographers, timekeepers, cost clerks, ledger-men and cashiers. We have supplied western firms with office employes for seven years and would like to correspond with competent men open to consider offers from western firms. Business-Men's Clearing House, Dept. U, Century Bldg., Denver.

**LOCAL REPRESENTATIVE WANTED—SPLEN-** did income assured right man to act as our representative after learning our business thoroughly by mail. Former experience unnecessary. All we require is honesty, ability, ambition and willingness to learn a lucrative business. No soliciting or traveling. This is an exceptional opportunity for a man in your section to get into a big-paying business without capital and become independent for life. Write at once for full particulars. Address E. R. Marden, Pres., The Nat'l Co-op. Real Estate Co., Suite 494 Marden Bldg., Washington, D. C.

**SALESMEN WANTED—IF YOU ARE A CLERK** with natural qualifications as a salesman, I have an exceptional opportunity to offer you. If you are a merchant going out of business and looking for an opportunity to go on the road, my proposition will appeal to you. I want two or three capable men with the work habit, and who have energy plus. I want men with ability to sell goods all day long. I require references, also send an abstract of your qualifications. I have an advertising specialty proposition that interests all progressive retailers. Hundreds of the best retailers have endorsed my plan because they have found it profitable. Samples will go in coat pocket. My best salesmen are making from \$500 to \$1,000 a month. I want men who can do just as well or better. If you are of the right caliber, think you can handle a high-class, ready-selling proposition, write me immediately before all territory is assigned. W. F. Main, Dept. 117, Iowa City, Iowa.

**MORE AREA PHILOSOPHY, INVEST YOUR** savings in good prairie farm land. By the fire-place where we talk things over, ask your wife about it. If you believe in this philosophy write for my bargain list of farms. R. E. Stephens, Gascayne, N. Dak.

**AGENTS MAKE BIG MONEY SELLING OUR** new gold letters for office windows, store fronts, and glass signs. Any one can put them on. Write today for free sample and full particulars. Metallic Sign Letter Co., 431 N. Clark St., Chicago.

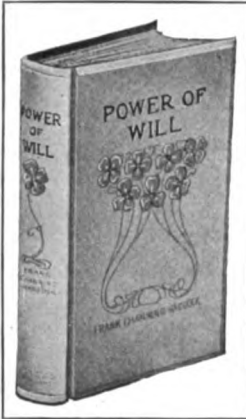
**BUILD A \$5,000 BUSINESS IN TWO YEARS. LET** us start you in the collection business. No capital needed; big field. We teach secrets of collecting money; refer business to you. Write today for free pointers and new plans. American Collection Service, 165 State St., Detroit, Mich.

**WANTED—SALESMEN TO SIDE LINE BEST** sellers art and business calendars. Three hundred sizes, styles to select from. Weight ten pounds, 2 x 15 x 24 inches. Convenient to carry. Expressed prepaid, subject to inspection and return, \$5.00. American Calendar Co., Red Wing, Minn.

**WANTED—OFFICE SUPPLY MAN IN EVERY** city to sell Transo (transparent face) envelopes. Every business house a possible customer. Men with selling ability can earn good commissions. Samples and complete information on request. Transo Paper Co., Dept. A, 735 W. Division Street, Chicago.

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"


## Own the superb study-system



## “POWER OF WILL”

**Mind — Will — Health — Magnetism — Intellect**  
**Leadership — Self - Mastery — Financial Ability**

**By Frank Channing Haddock, Philosopher - Scientist**

**“POWER OF WILL”** stands today the most remarkable and successful system of Brain building ever devised. Twenty years of tireless research, scholarly study, concentrated personal test, devoted to selecting and arranging the most powerful laws of self-culture, philosophy of life, psychology, mental action, and personal success-power, have finally yielded up this masterpiece of the 20th century. It is not a book of essays, but a great collection of **ACTUAL BUILDING PLANS** whereby **YOU** can multiply **YOUR** powers of Mind, Body, Soul to the limit of your endowments. 

## Brief Glimpses At Its Vast Scope of Contents

**Why envy the Success, Prestige, Influence, Leadership, Money-making Ability, Mentality, and Culture of other people, when you can own "Power of Will" and possess these values yourself.**

The Seven Laws for ridding yourself of Profane Speaking.  
The Fifteen Star Methods for mastering Anger and Irritability.  
What the Psycho-Physical cause of the Drink Habit is.  
Nine long demonstrated regimes for mastering this curse (Rare Value).  
How to overcome embarrassing Hesitation of Speech.  
How to develop a direct, forceful, effective style of talking in business, society, anywhere.  
How to eliminate Mind-wandering.  
How to hold the mind closely upon any desired line of thought.  
How to speak tersely, emphatically, and think ahead for best expression.  
How to school yourself against Thoughtlessness.  
How to overcome Indecision.  
How to develop abundance of Thought.  
The Principles of Memory.  
How to throw Attention and Energy into Memory culture.  
The Psychological Principles for memorizing words, sentences, anything.  
The Inner Law of Memory.  
The Star Method for remembering the substance of any book.  
How to plan ahead in your career through the great Pioneer Power—IMAGINATION.  
How to plan conduct so as to avoid former mistakes of Thought, Action.

Digitized by Google

## When you own "Power of Will" you will know

How to develop to a high degree the Mental Moods of Interest, Feeling, Energy, Permission, Decision, Continuity, Understanding, Reason. The Six Crown Principles for multiplying Will-Power.  
**The NINETY-NINE STAR METHODS** for using Will-Power in the Conduct of Life.  
 The Seven Great Principles of drill in Mental, Physical, Personal power. **The FIFTY-ONE MAXIMS** for Applied power of Perception, Memory, Imagination, Self Analysis, Control.  
 How to make the Eye a great power in Influence and Observation.  
 How to develop a strong keen gaze.  
 How to make the Eye yield values in Mind-Power.  
 How to concentrate the eye upon what is before you—object, person, printed page, work.  
 How to school the eye for power in business, society, public.  
 How to force Will into the eye.  
 How to cultivate a bright, attracting, intelligent eye expression.  
 How to become aware of Nerve Action.  
 How to keep the body well-poised  
 How to open the Mind and Body for reception of incoming power.  
 How to exercise the nerves.  
 How to throw off the mood of Worry  
 Affirmation of Supreme Well-being.  
 How to overcome the tyranny of the Nervous system.  
 How to secure steady nerves.  
 How to keep the body quiet, controlled conserved in power, eliminating all nerve-force destroying habits.  
 How to train the great executive servant of the Mind—the Hand.  
 How to maintain the Central Factors of Body health.  
 The First, Second and Third difficulties in Mastering Harmful Habits.  
 The Law of Will-Power in Habits.  
 The Mental Law of Habit Cure.

"Power of Will" means increased power for you in everything you do. It creates Tact in dealing with others; an unyielding mastery of yourself at all times; a keen power of insight into business problems; a wise application of mental forces; habits that assist rather than delay your advancement; personal traits that win admiration and secure favors in business or society; in short—it will greatly extend your sphere of action and influence no matter what your work or education.

### Letters of praise are pouring in.

"*Pain, practical, scientific*", N. Y. Times.  
 "A gold mine", "Inestimable boon to mankind", "Valuable addition to our Library" Sheldon School. "Beyond description and well worth the price", "Wonderful Inspiration", "Delighted", "A Jewel", "Every page a delightful epigram", Nautilus. "Of infinite value to any man or woman". Health Culture. "Clears the boards of any book I ever read", "The work of a master mind". "Have read 40 pages—worth \$100.00".

"It is all you claim in your circulars. Have spent \$200.00 for books in this line of study but all put together do not possess a thousandth part of the merit this book has". — F. B., Route No. 1, Box 43, Grand Mound, Iowa.

How to make the Imagination fill the mind with Life, Action, Energy, Beauty, scenes of Pleasure, Profit.  
 How to work the Imagination for discovery and invention.  
 How to improve mechanical devices.  
 How to create and build new devices.  
 How to make Imagination create for Literary Ability.  
 How to make Imagination suggest improvements in business, the home, your environment, conduct.  
 How to look into the Workshop of the Mind — and give ideas and thoughts Practical Creation.  
 How to cure diseased Imagination.  
 How to banish unhealthy mind states.  
 How to banish fear of Men, Ill Luck, Death, Hell, Misfortune.  
 How to arrive at best decisions.  
 How to use the power of deliberation.  
 What Francis Bacon said you must do to work (influence) any man.  
 The First Principle for success in contact with others.  
 The Mental Attitude you must hold to impress people.  
 The Secret of Control of Others.  
 How permanent Influence over others is secured.  
 The Best Rule in the Control of Others. **The FIFTY-FOUR MASTER RULES** in the control of others.  
 The chief difficulty of Public Speaking.  
 How to use the Skill-Art of Influence before any audience.  
 How to acquire Thought, Develop Language, Exercise Expression.  
 How to be instructive, impressive, pointed, effective, clear.  
 How to overcome stage fright and embarrassment.  
 How to secure poise, power, persuasive ability.  
 How to handle eyes, voice, body.  
 How to deeply impress the audience.  
 A scientific treatise with hundreds of rules for training the child's will.

**THE BOOK** — An imperial volume, inside and outside. On fine quality paper; 28 chapters; 30 original full-page poems; division titles in red; 400 pages, gilt tops; richly bound in purple silk-cloth; cover stampings in 22-carat gold. Size, 6 x 9 inches; carefully boxed and sent anywhere that mails go, for \$3.00

**PRICE**  
**\$3.00**  
**POSTPAID.**

It is better to own this one manual of *Pointed Methods*, than to have a whole library of *general essays*.

## Buy "Power of Will"—the Star Investment of Your Life

Advertising Manager of "Business Philosopher" writes: "Am delighted with "Power of Will". It is a great and beautiful book. Is worth so much more than \$3.00 that I feel cheap in taking it. It is magnificent stuff" (He paid full cash price.)

**Sheldon School of Salesmanship** (Bought their own copy) "Power of Will" is above the average product; a valuable addition to our library."

That means—the publishers of this magazine want you to own the most practical result-producing, dollar-bringing system of business power yet published. The price you pay for this book will prove to be as pennies against government bonds. **ACT NOW** and send for "Power of Will". Tear this page out, write your name and address on margin and mail with remittance. My guarantee is simple — **BOOK BACK — MONEY BACK**. And this magazine guarantees this offer "**100 per cent Square Deal**". Your own self-interest lies in getting your order started before the last mail closes to-night. Order direct from the publisher

**ALBERT LEWIS PELTON, (The Power-Book Library)**  
**MERIDEN, CONN., U. S. A.**

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"



# The Sheldon Business Normal

IF—

You feel that you have not "found your work" in that which you are now doing, and

IF—

You want to find your work,

THEN—

Here is your opportunity,

PROVIDED—

*First*, you are a speaker of words and a doer of deeds. By this, to be explicit, we mean if you can speak to and teach an audience of several as well as one;

*Second*, provided also that you have a goodly stock of Ability, Reliability, Endurance and Action; and,

*Third*, that you are already successful and counted as such in your present work.

In the near future an entirely new departure in the field of commercial education will be launched.

It is a Normal School of Personal Instruction in Salesmanagement, including Salesmanship and Business Building, which of course includes Man Building, Character Analysis, Commercial Logic and Commercial Psychology.

It will be a resident course of three months' duration.

## The Sheldon Business Normal

The primary object of this school is to train men and women to become teachers of Business Building Salesmanship and Salesmanagement.

The Sheldon School is preparing to form a world organization and will need capable teachers and leaders, not alone in all parts of the United States and Canada, but in all parts of the world.

These people must be carefully selected and thoroughly qualified. The ordinary drill of a few days, or even a few weeks, will not suffice. There must be a protracted course of study accompanied by a minute drilling in all phases of the work.

Those who graduate from the course and who desire to take up our work, and who are selected by Mr. Sheldon as being worthy and well qualified, will be given immediate positions in connection with the

work of the Sheldon School, with assured and lucrative incomes.

We do not guarantee to give each student a position; neither do we require him to take up our work.

The instruction will be invaluable to anyone whose work has to do with sales production through others, no matter what the line of business may be.

## The Location

The class instruction will be held in the beautiful new building at Area, Illinois (present post office address—Libertyville, Illinois).

We have just completed a new and beautiful building, one hundred by fifty feet in dimensions, with two stories and basement. It is built of vitrified paving brick to the second story, which is of half-timbered work with rough casting. The building has all modern conveniences, and is finished in hardwood throughout. It stands on a knoll overlooking wooded hills and ravines on the north and east, rolling meadows on the southeast, and the village of Area on the southwest. Near by is Lake Eara, a mile long, acknowledged to be the most beautiful lake in all the lake country of Northern Illinois.

The surroundings will be ideal for study.

## Course of Instruction

The course of instruction will consist of:

*First*, a personal study of and class instruction in three courses of study:

- (a) The Science of Business Building, which is the fourth edition of the Science of Successful Salesmanship;
- (b) The Science of Industrial Success;
- (c) The Science of Service.

*Second*, an extensive series of personal lectures by Mr. Sheldon and a corps of assistants in Salesmanship and Business Economics in general.

*Third*, a course of lectures by Katherine M. H. Blackford, M. D., on the subject of Character Analysis, or the reading of human nature.

*Fourth*, the complete course of instruction given at the Sheldon Summer School which is to be held between July 27th and August 9th, 1910.

*Fifth*, frequent drills in the art of Salesmanship and Salesmanagement, the giving of selling talks, etc.

## Period of Instruction

The regular course is to last three months, beginning July 1st, 1910, and ending October 1st, 1910.

## Expenses

The tuition for the entire course of three months is very reasonable, and includes board and room, text-books, and, in fact, all expenses.

Fill out and mail the coupon below and we will forward you full particulars.

## Possible Earnings of Graduates

The gross earnings of those who prove successful in our own work will be not less than \$3,000.00 a year, and opportunities will be given for the making of much more than that.

It is confidently believed that a man who takes this instruction will earn all the way from \$5,000.00 a year to even double that amount.

Many men are in the wrong line now, even though reasonably successful. Many change occupations in middle life, or at least after having had several years' experience in the school of life.

In the universities throughout the world are men who have earned money in the school of life and who are preparing to take up the various professions, such as law or medicine.

Such men spend from two to four years of time and a large amount of money in preparation for their new vocation, and

then rarely enjoy an income of more than \$1,200.00 to \$2,000.00 a year.

There are exceptions of course, but the figures just given are above the average.

We are living in a commercial age and one in which the prizes go to those who can produce.

## Opportunities of Graduates

The big prizes go to those who can produce through others, or, in other words, who can multiply their efforts through others.

This course of training will cost the student much less than the necessary training for the practice of the learned professions. It will cost less in time and less in money—much less indeed—and the earning power of the trained sales manager or teacher of salesmanship is much greater on the average than that of professional men.

The large department stores of the nation are many of them in need of permanent teachers of their sales people. Many of them desire women in this capacity. Our course of training will fit business women for lucrative positions in that line.

## Register Now

It is essential that we know at an early date who will be with us in the class beginning July 1st.

The class will be limited. Not more than one hundred people will be accepted. They will be accepted in the order of registration and no favoritism shown.

Mr. Sheldon will conduct the first class personally, and while this class will mark but the beginning of a regular school along his line, it is not probable that Mr. Sheldon's time will permit his personal teaching of future classes.

**Cut Out and Mail this Coupon Today**

THE SHELDON SCHOOL,

Area—P. O. Libertyville, Illinois.

.....1910

*Gentlemen*—Will you please forward full particulars regarding The Sheldon Business Normal School, as advertised in THE BUSINESS PHILOSOPHER for April.

Name .....

Local Address .....

## Sherwin Cody's Latest Book

# How to Do Business by Letter

### and Training Course in Business English Composition

The most successful book on letter-writing ever published, now in its 47th thousand, eleventh edition, though but recently published.

Contains over 125 model letters of all kinds, including a number of the most successful pulling letters used by prominent houses.

Also the Rules of Grammar complete, with all common errors; the Rules of Punctuation, Words Often Misused, Rules and Regulations of the Postoffice (correct to 1910), etc.

Price, postpaid, \$1.00. See table of contents.

### Sherwin Cody's Form Paragraph Letter-Writer

An indexed and gummed blankbook, full letter size, loose leaf, in which to paste form paragraphs to be used in answering all kinds of correspondence.

By this system an \$8-a-week girl can write better letters than a \$25-a-week correspondent, because she simply copies into her book the best paragraphs in the regularly dictated letters of the head of the business, and all letters are in his language, perfect in every detail of punctuation, grammar, etc., and may be signed by his name though he never sees the letter himself. This is a wonderful means of raising the quality of correspondence, as well as saving much time and expense. 80 gummed pages, 20 index pages, 100 pages in all; price, postpaid, \$3; subject to approval and return at my expense.

### Sherwin Cody's Compendium of All Card Systems

An instruction book on loose-leaf and card systems (the only book ever published clearly stating the simple fundamental principles of these systems), accompanying a neat box of 500 cards, size 3 x 5 inches, printed from specially engraved wax plates in the best style, representing 18 complete systems all ready for use, including forms for mailing lists, advertising, salesmen's report and route cards, perpetual inventory forms, cost systems, school forms, and loose-leaf and card ledgers of all kinds, for wholesale, retail, mail-order, instalment, and specialty businesses. Electrotypes of plates sold and directions given for printing systems at one-third the usual price. Price, complete, \$3.00.



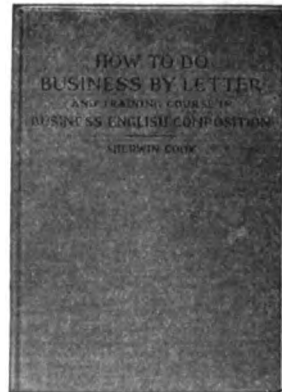
### How to Make Advertising Pay

### How to Write Letters that Pull

### Office Salesmanship & Business Psychology

I have made a detailed personal study of forty-six leading lines of business: Manufacturing, wholesale, retail, mail-order, and specialty, and have taught presidents, secretaries and advertising managers how to make a success of their publicity—I know what will win in forty-six different businesses, yours among the number, and this information I give in my complete course, together with all the books and special features described above, with scores of others—everything I have for only \$30, including twenty personal lessons. Write for complete catalogue.

**SHERWIN CODY, LIBERTYVILLE, ILLINOIS**



#### CONTENTS:

Using Words So as To Make People Do things.  
How to Begin a Business Letter.  
How to Close a Business Letter.  
The Body of the Letter.  
Applying for a Position.  
Sending Money by Mail.  
Ordering Goods.  
"Hurry-up" Letters.  
How Money is Collected.  
Letters to Ladies.  
Professional Letters.  
How to Acquire an Easy Style in Letter Writing.  
Two Kinds of Letters—Buying and Selling.  
When to Write a Long Letter and When to Write a Short Letter.  
Answering Inquiries.  
Talking in a Letter—Colloquialisms and Slang.  
Complaint Letters.  
Condensation—Writing Advertisements.  
Advertising and Follow-up Letters.  
Display in Letter Writing.  
Salesmanship in Letters and Advertisements.  
Customs and Regulations of the Post Office.  
Social and Official Forms; the Rules of Grammar, with Common Errors; the Rules of Punctuation for Business Office Use.

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# Let Me Show You How to Earn \$3,000 to \$10,000 a Year in the Real Estate Business



## NO CAPITAL NECESSARY

If you are ambitious to better your condition—if you want to establish yourself in a splendid paying business requiring no capital—send me your name and address and I will mail you—*free*—a valuable *62-page prospectus* explaining our system of money-making, without interfering with your present occupation. We have perfected a thoroughly practical scientific method of teaching by mail the

## Real Estate, Brokerage and Insurance Business

Under our plan, we teach these big money-making branches to one able, ambitious and energetic person in each community. When you are thoroughly qualified to make a success of the business, we appoint you

## Our Special Representative

This gives you a chance to identify yourself with the oldest and largest Co-operative Real Estate and Brokerage Company in America. Special Representatives are making \$3,000 to \$10,000 a year without investing their own capital, and the same big opportunities are open to you. By our system you can—if *you will*—be making plenty of money in a few weeks without conflicting in any way with your regular work. Our Co-operative Department will give you more choice, salable property to handle than any other concern in the world. So the sooner you investigate our plan, the sooner you will get your name on your own real estate signs and be ready ready for business.

## Valuable Commercial Law Course Free

To each of our representatives we also give a thorough course in commercial law without cost. The instruction is indispensable to any man who wants to make his way in the business world. We teach you, free, everything you need to know to successfully meet legal problems that may arise in any business transaction. And we also furnish you free legal advice whenever you require it.

## Send For This Book Now

Our Big 62-Page Free Prospectus will prove of great interest and real value to anyone, but it is of vital importance to office employees, salesmen, agents, clerks, solicitors and others who are ambitious to enter the realms of better things in business. This book is an inspiration to the indifferent, a spur to the laggard, and a stimulus to the ambitious. It deals with the great problems of business, and points the only sure way to the complete mastery of Real Estate, Brokerage and Insurance, three of the most profitable branches of modern business, which have made many millionaires and brought great prosperity to tens of thousands of active, energetic men all over the land.

## MAIL THE COUPON TODAY

Don't procrastinate. Act! Anything that is worth doing is worth doing promptly. Resolve to send for this big free prospectus, and send for it right now, while the matter is before you. "I'll do it tomorrow" has been the grave of countless good intentions. "I'll do it today" is the solid rock on which to build the only enduring success.

Just clip the coupon, fill it out, sign and send today. By return mail you will receive free the invaluable book, which to thousands of ambitious men has proved the key that opens the door of great achievements in business.

**THE CROSS COMPANY, 3799 Reaper Block, CHICAGO, ILL.**

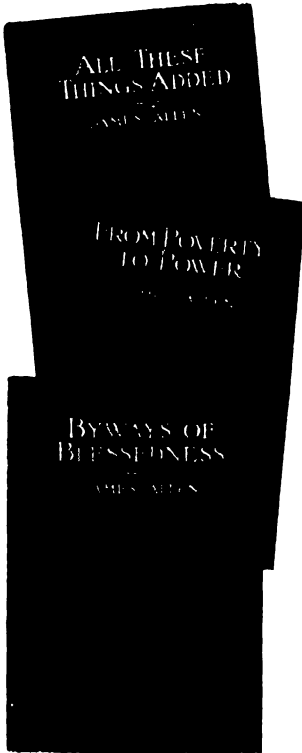


### COUPON

THE CROSS COMPANY,  
3799 Reaper Block, Chicago  
Please send me, by return mail,  
your big 62-page Free Prospectus  
and oblige.

Name .....

Address.....



## Books that have Helped Thousands Develop Power to Make Greater Profits

THESE books will help YOU develop more power. Will teach you how to control your forces. Will show you how to inspire confidence. They are uniformly bound in green, printed on heavy book, contain over two hundred pages of helpful, inspiring, scientific, man-building advice. The simple, direct, concise language drives the lessons home at the first reading. Than these three the famous author of "As a Man Thinketh" has written nothing better.

— SEND THREE DOLLARS TODAY —

SHELDON UNIVERSITY PRESS, Libertyville, Illinois:

Enclosed find \$.....Dollars.

Send me.....Copies (Mark the number).

....."From Poverty to Power"

....."All These Things Added"

....."Byways of Blessedness"

Name .....

City.....State.....

## SIGN AND SEND NOW

when you have received one number, if you are not satisfied, send us a postal and we will return your money.

DR. W. R. C. LATSON, the editor, the best known writer on health topics, is writing for Health-Culture three series of articles, each of which is well worth \$1.00: "The Diet Question" all about "Meat-Eating," "Mixed Diet," "Raw Food," etc., some new facts; "Training for Maternity" should be read by every young woman who expects to be a mother and by young men also. It will help in the regeneration of the race; "The Effects of Taking Drugs," will be an eye-opener and will make the doctors sit up and take notice. "The Bearing, Feeding and Training of Children," by Mrs. V. Y. Garnett, will be found most helpful; besides other good things.

It is the best magazine devoted to the restoration and preservation of health without drugs. It teaches the proper use of Food, Air, Water, Exercise, Work, Rest, Recreation, Sleep, Dress, the Mental Powers and all that relates to the health and bodily development of men, women and children. One of the most valuable features is found to be Dr. Latson's answers to readers' questions every month on the recovery of health by drugless, home treatment.

It is opposed to Vaccination, Anti-Toxin and Serums and to Needless Surgical Operations. Fully illustrated. \$1.00 a year. 10c. a Number. Sent "ON TRIAL" to new subscribers six months for 25c. Money back if desired. Address HEALTH-CULTURE, 403 St. James Bldg., New York.

HEALTH-CULTURE,  
403 St. James Bldg., New York.

Gentlemen: Please send

HEALTH CULTURE

"On Trial" six

months, in-

closed 25

cents, to



Dr. Latson

ONLY 25 CENTS — USE THIS COUPON NOW —

## Beautiful Pictures Free

are manufacturing a collection of nine Shakespearean illustrations, originally painted by English masters, the originals now being practically inaccessible in various private galleries. But we chanced to come across some rare engravings made from these paintings, and from these engravings we have made some unusually fine plates, printing them on cameo-finish, India-tint paper, size 12x14. There are nine in each set, scenes and characters from: As You Like It—Hamlet—Macbeth—Othello—King John—The Merchant of Venice A Midsummer Night's Dream—Romeo and Juliet—The Merry Wives of Windsor.

These nine engravings will become yours if you will order *The Book News Monthly*, a magazine that has the reputation of being the best book magazine in the country. Send \$1.00 and mention this magazine, and we will mail the pictures, postpaid, at once. Address:

THE BOOK NEWS MONTHLY

Philadelphia

JOHN WANAMAKER

or New York

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"



*The Mark  
of Quality*

**C** If you have something to be printed—to be printed well—time enough to do it *right*—and care to pay an *honest* price for *honest* work—speak right out! **C** We specialize on high-class work at prices consistent with *quality* and *service*.

**[Quotations & dummies]  
will be gladly furnished]**

**EUGENE SMITH COMPANY**  
161 FOX STREET, AURORA, ILLINOIS

## FURNITURE BOOK FREE

It is an immense volume of over 800 pages—pictures several thousand handsome things for the home. It is full of information that is of deepest importance to every householder.



### Catalog No. 154

This great catalog quotes factory prices on Furniture, Rugs, Carpets, Curtains, Stoves, Pianos, Silverware, Clocks, Sewing Machines, Washing Machines, Crockery, Bedding, etc., etc. Write for it today

## A YEAR TO PAY

Our generous plan of partial payments gives you over a year in which to pay for the goods you select. The articles are promptly shipped when ordered and you enjoy their full use while paying for them a little each month as you earn the money. We charge absolutely nothing for this credit accommodation—no interest—no extras of any kind. Write for our big catalog.

**Hartman Furniture & Carpet Co.**  
Dept. F 223-229 Wabash Av., Chicago, U.S.A.  
Est. 1855. 22 great stores throughout the U. S.



## French Lick Springs

is an all year round resort, famed for its healing waters and the out of door attractions of its climate and scenery. The thousand acres of natural park, walks, drives, golf and other outdoor amusements are charming any season. Hotel is modern in every respect, affording accommodations for 700 guests, with home comforts; all sleeping apartments are outside rooms, light and airy. The winter climate, while crisp and bracing, is dry, sunny and thoroughly enjoyable, and a stay of two or four weeks will prove very beneficial.

### French Lick Springs Waters

possess medicinal properties unequalled for the treatment of stomach, liver, bowel and kidney diseases.

### Pluto Concentrated Spring Water

is recommended by Physicians everywhere and sold at all Drug Stores, in half pint and quart bottles, costing 15c and 35c.

Write for booklet giving full information concerning the hotel, waters, etc.

## French Lick Springs Hotel Co.

THOMAS TAGGART, Pres., French Lick, Indiana  
ON THE MONON AND SOUTHERN RAILWAYS





**\$5.00**

**\$5.00**

**Hand this book to the man who writes your advertising**

**HOW**

- to solicit commercial accounts
- to plan a campaign for savings accounts
- to advertise special facilities
- to appeal to the farmer
- to get the ear of the laborer
- to interest the salaried employe
- to secure corporation and public utility accounts
- to encourage larger deposits among inactive accounts
- to win back lost accounts
- to build up out-of-town business
- to prepare and handle a series of effective letters
- to make a letter interesting
- to write a letter concerning certificates of deposit
- to write letters in competition with other banks

¶ Here—at your command—is a book that has been tried and found all that we have claimed, *and more*. Here is a book of almost 1,000 pages; live, practical business-getting plans for banks; the most effective common-sense treatment of the bank publicity problem ever offered to bankers.

¶ FINANCIAL ADVERTISING tells the *how*, the *what*, the *where* and the *when* of bank advertising that pays.

¶ If this book only gave you *one* suggestion, *one* idea that spelled more business and a bigger clientele, wouldn't it be worth the price?

¶ *It gives you hundreds* of the best experiences of banks that have "made good" through publicity.

¶ If this book saved you \$50.00 or \$100.00 or \$500.00 in a year's time, would you consider it a good investment? It tells of bank advertising mistakes and *why* the plans failed. It will steer you away from money-waste in advertising.

**WHAT**

- what to say in an emergency
- what bankers are writing in their ads
- what is good and what is bad advertising
- what makes financial talk interesting
- what is profitable circulation
- what is a low advertising rate
- what to say in the beginning of a letter
- what arguments to use to make a reader follow you
- what to say to a woman
- what to say to a business man
- what novelties are effective
- what the teller can tell you
- what the directors and stockholders can do
- what a mailing list accomplishes
- what \$1,000 a year will do

**SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"**

## A Famous Course in Advertising is Yours at Just Half Price for a Limited Time

**An opportunity for you which cannot possibly occur again**—an opportunity to become master of the force controlling the business world today, not a mere ad-writer but a Manager of Advertising, and at a cost insignificant compared with the value of the knowledge to be so easily gained.

### Recent Business Changes Made this Opportunity

The Progress Self-Help University has just added to its curriculum the now famous and most highly endorsed Course in Practical Advertising written by George Frank Lord, the well known and successful advertising man, writer on advertising and manager, and developer of many of this country's largest advertising successes. Up to the present this Course was conducted by the author, but a change in his business affairs made this impossible for the future. We saw our opportunity to acquire this Course and grasped it. **With our opportunity comes yours.**



## George Frank Lord's Complete Course in Practical Advertising

### Expert Personal Instruction Positively Guaranteed

This Course is yours for exactly half the regular price until the remaining finely printed and fully illustrated Instruction Books published by the author are disposed of.

The Progress Self-Help University is proud to own this Course, and as soon as we can dispose of these books, will re-issue the Instruction Books under our own name. Hence we sacrifice these sets published by the Author.

### Only 275 Sets of Instruction Books Remain on Hand

#### Enroll for Half Price while They Last

#### \$25 Cash or \$30 in Monthly Installments

(Installment enrollments payable \$10 down and \$5 per month thereafter until balance is paid)

As soon as these sets are disposed of the Course will be sold at its regular price: \$50 cash or \$60 on monthly installments.

### Instruction Books alone worth the Cost of Enrollment

#### Personal Criticism of Student's Work by George Frank Lord's Chief Instructor

For reference, the Instruction Books are of inestimable value to any progressive business man, but in addition you get personal criticism of your work by the one man most capable of carrying out the author's intentions, Mr. Lord's Chief Instructor whose services we fortunately secured.

If you are a young man or woman anxious to advance your own and your employer's interests, or the owner of a business you wish to develop you must know advertising to accomplish your purpose.

### Enroll at Once

and be absolutely sure of not missing the special offer; or send for Free Book "Advertising Hatches Ideas Into Dollars". This ad. will bring many replies. The opportunity is limited. Do not delay until too late.

**THE PROGRESS SELF-HELP UNIVERSITY,  
13-516 Rand-McNally Building, Chicago, Ill.**

#### FREE BOOK COUPON

**The Progress Self-Help University, PP4<sup>1</sup>  
13-516 Rand McNally Building, Chicago.**

Gentlemen:—Without obligation on my part, send me your free booklet, "Hatching Ideas Into Dollars."

Name.....

P. O. Box

St. No.....

Town.....State.....



# Wear a Sheldon Button

**O**F COURSE you are a business builder. But why not proudly proclaim your membership in the great, progressive, boasting, active, live, strenuous, man-building association of Sheldon men and women. If you are a graduate of the Sheldon School, Sheldon has helped you make more money—has helped you become a stronger, more efficient producer. Why not become a loyal alumnus—one who helps his alma mater by telling others what she did for him?

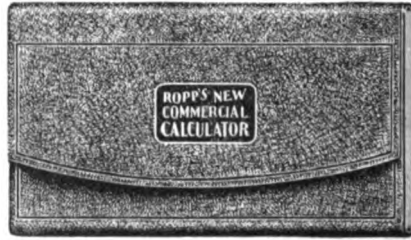
Here is a beautiful blue and gold lapel ornament that will enable you to proudly proclaim your kinship. It will introduce you to other Live Ones. It will put you in touch with thousands of Sheldon men and women who may be met every day on the streets, in the stores, on the trains—everywhere.

## For Business Science Clubs

This button contains the letters B. S. C. (Business Science Club) and A. R. E. A.—standing for Ability, Reliability, Endurance, and Action—the four essential elements for success.

Certainly here is an ideal present for a Sheldon man or woman or boy or girl. Why not send One Dollar today for one? You can have the dollar back if the button is not beautiful enough to wear with your Sunday Suit.

**Sheldon University Press**  
LIBERTYVILLE, ILLINOIS



## Ropp's New Commercial Calculator and Short-Cut Arithmetic

Improved 1906 Edition  
160 Pages  
6½ x 3½ Inches

Is from beginning to end a greatly improved, enlarged and thoroughly revised publication. It contains an entirely new system of unique Tables, Short-Cuts and up-to-date Methods. It is unquestionably the most complete, useful and comprehensive Calculator ever published. It has more than twice the matter, scope and capacity of Ropp's former editions, of which

**Nearly 1,500,000 Copies Have Been Sold**

It is the most convenient and practical Labor-saving work ever used in the business world. It will make every one independent, sure and self-reliant in all practical calculations. It will prevent mistakes, relieve the mind, save time and labor, and often loss and trouble. Its Tables are adapted to all the trades and occupations in the city and country, and *Show the Answer as Quickly as a Watch Shows the time.* It also explains and simplifies the principles of Arithmetic, Mechanics and Mensuration. It will make the study and use of Figures *easy* and interesting for young and old. It will enable every progressive mind to become an expert, sure and *rapid* calculator. It will prove a boon to all whose education in arithmetic has been limited or neglected. Its 48 New Cuts clearly illustrate the elements of Mechanics and Mensuration. It defines about 70 points in "Commercial Law" which every man and woman should know. It is the result of devising, and improving system after system; of spending thousands of dollars in experimenting; of making millions of miscellaneous calculations, and of doing some vigorous thinking during 38 years, by an analytic, practical and preserving mind. It is especially designed for Farmers, Mechanics, Business and Professional Men, Bankers, Manufacturers and Dealers in Grain, Stock, Cotton, Coal, Lumber, Produce, etc.

|                                                       |        |
|-------------------------------------------------------|--------|
| OFFICE EDITION—9¼x5¼ inches                           |        |
| Cloth binding, gold stamp, large type . . . . .       | \$1.00 |
| POCKET EDITION—6¼x9¼                                  |        |
| Cloth, with pocket, flap and silicate slate . . . . . | .50    |
| Leather, " " gilt edge . . . . .                      | 1.00   |
| VEST POCKET EDITION—5¼x9¼                             |        |
| Cloth, round corners, red edges . . . . .             | .35    |
| Leather, gold stamp, burnished edges . . . . .        | .50    |

The Standard for Store, Farm, Bank or Factory

**Sheldon University Press, Libertyville, Ill.**

## Financing an Enterprise

By FRANCIS COOPER



**T**WO volumes that have helped hundreds of men win fortunes by showing them how to successfully finance and promote their business or their discoveries. Highly endorsed. Only successful work on promotion.

**Volume 1** describes conditions necessary for successful financing; how to investigate, protect and capitalize an enterprise; experimental work and model making.

**Volume 2** tells best methods for securing money, privately, or publicly, by advertising; how to advertise, how to write a winning prospectus. Important chapters on stock, bonds, incorporations, etc.

Invaluable knowledge gathered from fifteen years' experience. Save you hundred times its cost. Full descriptive circular if you want it.

500 pp. 1909 ed. Buckram binding. Two vols., \$4.00 prepaid. Either vol. separately, \$2.00 prepaid.

**SHELDON UNIVERSITY PRESS**  
LIBERTYVILLE, ILLINOIS

## Save Money on Your Office Supplies

*You Want the Best Because the Best is Always the Cheapest*

**Q** But you can get the best at a lower price than you are now paying by cutting out middlemen's profits—buying direct from the manufacturers.

**Q** You want reliable service, satisfaction guaranteed or your money back. You get all that when you buy of us.

**Q** Give us a trial order of three of the best typewriter ribbons for \$1.50, post-paid, or three hundred sheets of high quality carbon paper for \$3.00 and you will be convinced.

**Q** Send for our latest catalog and special list of bargains.

**AGENTS WANTED**

**National Office Supply Company**  
Lock Box N, Zion City, Illinois

# 25c

## Your Forces and How to Use Them

### Invest 25 Cents

By sending the attached coupon to us for a three-months' trial subscription to the **PROGRESS MAGAZINE**. This series on *Your Forces and How to Use Them* is only one of the many star features that will appear during the next three months. *For your own good*, you really cannot afford *not* to become acquainted with the—

**PROGRESS MAGAZINE**

A highly interesting and practical series of articles under the above title will begin in **THE PROGRESS MAGAZINE** for April. They are written by Christian D. Larson, editor and well known lecturer on psychological subjects. His writings are always inspiring and uplifting, and above all, *practical*, and enable the reader to go forth and do more and better work than before. This series will be the best that Mr. Larson has yet written, and those already familiar with his writings know that this is saying about all that can be said for them. *You* should read this series without fail if you are looking for the greatest possible business.

**THE PROGRESS COMPANY** \_\_\_\_\_ 191  
513 Rand-McNally Bldg., Chicago  
**Gentlemen:** Enclosed find 25 cents for which send me **THE PROGRESS MAGAZINE** for three months beginning with the April issue. B.P. 1-1

Name \_\_\_\_\_

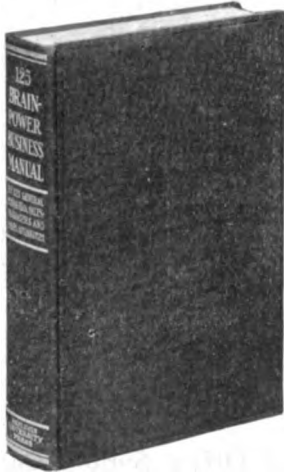
Local Address \_\_\_\_\_

Post Office \_\_\_\_\_ State \_\_\_\_\_

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# 125 Brain-Power Business Manual

EDITED BY W. C. HOLMAN



**A**BOOK made up of the finest business building ideas of presidents, vice-presidents, general managers, sales managers or star result-getters of one hundred and eight leading American concerns. Formerly this work was sold in three volumes for \$9.00 a set. We have, merely by using thinner—and better—paper, condensed every word of this into one volume of nearly 1,000 pages. Every paragraph that appeared in the three-volume set is printed in this big book of brains.

Here are the titles of some of the articles: Necessary Traits of Salesmen, What Salesmanship Is, Selling a General Line, Systematizing Information About a Prospect, Planning a Campaign, Preparation Before Approaching a Prospect, Getting The Prospect's Attention, Selling Stocks and Bonds, Tactics of Introducing Yourself, Sizing Up The Prospect, How To Answer Objections, and scores of similar articles. A complete list of the table of contents sent on application.

**Price, Postpaid, \$2.00**

SHELDON UNIVERSITY PRESS  
Libertyville, Ill., Dept. 34

Enclosed is.....for.....  
Send me your Brain Power Manual.

Name.....

Address.....

For \$3.50 you can have the Manual and one year's subscription to The Business Philosopher



Prof. Genung  
English

## HOME STUDY COURSES

Over one hundred Home Study Courses under professors in Harvard, Brown, Cornell and leading colleges. Academic, and Preparatory, Agricultural, Commercial, Normal and Civil Service Departments. Preparation for College, Teachers' and Civil Service Examinations.

250 page catalog free. Write to-day.

THE HOME CORRESPONDENCE SCHOOL  
Dept. 105, Springfield, Mass.

**Q** Our 1910 Spring Stock is complete. Tweeds, the rougher materials in gray and cedar brown are in demand by smart dressers.

**\$25.00 to \$55.00 for Suits**

**NICOLL The Tailor**

WE JERREMS' SONS

CLARK AND ADAMS STS  
CHICAGO



Dr. Campbell  
Principal

## NORMAL COURSES

Our Home Study Courses for teachers prepare for Certificates of every grade. Special courses in Pedagogy, Psychology, Primary Methods and Kindergarten. We assist in securing positions.

Over one hundred Home Study Courses under Professors in Harvard, Brown, Cornell and leading colleges. 250 page catalog free. Write to-day.

THE HOME CORRESPONDENCE SCHOOL  
Dept. 78, Springfield, Mass.

## A MAGAZINE OF

NOT NEW  
NOT OLD  
JUST

64 PAGES OF UPLIFT  
IS FOUND EACH  
MONTH IN

WE WILL MAIL  
YOU A SAMPLE COPY  
IF YOU SEND A  
2¢ STAMP TO

THE LARGEST  
MAGAZINE PUBLISHED  
IN ITS FIELD IS

DO YOU NEED  
INSPIRATION?  
THEN READ

YOU WILL FIND  
THE BEST WRITERS  
ON PROGRESSIVE  
SUBJECTS IN

IF YOU WISH TO  
RETAIN OR REGAIN  
HEALTH READ

THE PHILOSOPHY OF  
LIFE IN GENERAL  
DISCUSSED IN

FOR SALE  
BY FIRST CLASS  
NEWSDEALERS

**THOUGHT**

ADDRESS

**MAGNUM  
BONUM  
COMPANY**

4663 A  
LAKE  
AVENUE  
CHICAGO

**PRACTICAL PSYCHOLOGY**

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"



## Why Not a Retail Store of Your Own?

I know of many places where new stores are needed—and I will tell you about a retail line in which you can start with a small investment, and in which the possibilities are as large as your ambitions. No charge for my services. Write today for particulars and booklet. **EDWARD B. MOON, 25 W. WATER ST., CHICAGO**

## Are You Looking for a Home

**I**F SO, don't buy before seeing a copy of the Real Estate Journal. It has hundreds of farms, city property and stocks of goods advertised in it and reaches 60,000 readers a month; 24 to 36 pages, colored covers. Ad rates 15c per line. 2c a word. 75c a year.

Two-Month Trial Subscription 10c

**Farm and Real Estate Journal, Traer, Iowa**  
DESK K

## Civil Service

Government positions pay well. Our course of mail instruction will quickly fit you to take and pass the competitive examinations. Study in your spare time, and in your own home.

**The Home Correspondence School**  
Springfield, Mass.

By affiliation with The Home Correspondence School, and under our Co-operative Educational Plan, we offer you this complete course in Civil Service Training *without a cent of cost*—only a slight service is required. Why not send a postal today and receive full information?

**The Peoples University**

P. O. Box 839, University City, St. Louis, Mo.

## Don't Be A Wage Slave

**MAKE \$3,000 TO \$5,000 A YEAR**  
**BE A DOCTOR OF MECHANOTHERAPY**



We Teach You By Mail or in Class tells how in a few months you may free yourself forever from wage slavery, from situation hunting and exacting employers. It tells how you may be a graduate in Mechno-Therapy, acknowledged to be one of the most elevating and highest paid professions for men and women—superior to Osteopathy, equal to a college course. Diplomas to Graduates. Endorsed by physicians and hundreds of our graduates. Social and financial advancement assured. Special terms now, write at once for Free Book.

**AMERICAN COLLEGE OF MECHANOTHERAPY**  
Dept. 925, 120-122 Randolph St., Chicago

## THE LAW OF Financial SUCCESS

**10 CENTS**

### TELLS YOU IN PLAIN ENGLISH

- HOW** to make money safely and judiciously.
- HOW** to judge investments properly and realize financial success.
- HOW** to acquire the faith necessary for success.
- HOW** to analyze, develop and utilize your dormant abilities essential to success.
- HOW** to guide your ambition, concentrate upon your aim and persist until you achieve it, etc., etc.

**SPECIAL PAPER-BOUND EDITION**  
164 Pages - 10 CENTS - 16 Chapters

**100,000 COPIES SOLD**

### MAKING MONEY

Is not difficult for the man or woman who follows the instructions contained in the sixteen chapters of this most successful book of the year. The tremendous editions enable the publishers to sell the book at 10c, a price at which no man can afford to be without a copy any more than he can afford to refuse payment for his work or services. **Fill out the Coupon now.**

## READ THESE LETTERS

Thos. C. Land, General Manager Conway Telephone Co., Pawnee, Okla.: "I have read the book and consider it one of the best books published. It is worth more than its weight in gold. I would like to see every young man read this book. I can certainly recommend it."

O. A. Jackson, Mason City, Iowa: "It is a great and good book."

James T. Castle, Manager Buckeye Engine Co., Pittsburg, Pa.: "Have read the 'Law of Financial Success' and find it of so much interest I want you to send me one-half dozen copies, as I would like to distribute same among my friends."

Harry A. Fries, Newark, N. J.: "Book is O. K.; worth twice the money with \$10.00 added to it."

W. L. Wagner, of the Foss Gas Engine Co., Webb City, Mo.: "I cannot tell you in words just how well pleased I am with the book."

John G. Gretzinger, Fullerton, Cal.: "It is worth its weight in gold to me, far better than I expected."

Many Others on File. None Solicited.

If this announcement justifies you in investing 10 cents in a book which may mean the making of your fortune,

**JUST WRITE YOUR NAME AND ADDRESS RIGHT HERE:**

Name .....

Address .....

Tear out this advertisement, wrap a dime or stamps in it, enclose in envelope and mail to

**THE FIDUCIARY CO., 810 Tacoma Bldg., CHICAGO, ILL.**

The book will be promptly mailed, postpaid. Whenever you wish to part with it, return it and the 10 cents will be instantly refunded.



## Works Like the Human Arm

- Keeps your telephone out of the way, yet *always* within reach.
- No more upset inkwells.
- No more tangled cords.

- No more broken telephone receivers and cords.
- You use the 'phone sitting or standing.
- No exposed bars or springs to catch and hurt the fingers.

### The EQUIPOISE TELEPHONE ARM

is a perfectly self-balancing bracket that always keeps the telephone in a position for use, whether the receiver is on or off the hook. It raises, lowers or swings around at the touch of the finger. Recognized as standard everywhere, used and endorsed by over 100,000 business and professional men and recommended by Bell and Independent Telephone Companies.

\$4.00 will Bring Complete Outfit, Prepaid  
Returnable if Not Satisfactory

**Oliver Manufacturing Co.**  
1326 Chestnut Street : Philadelphia, Pa.

## WHEN IN DETROIT STOP AT HOTEL TULLER



New and Absolutely Fireproof

Cor. Adams Ave. and Park St.

In the center of the Theatre, Shopping and Business District.

Has large Convention Hall.

Has grand Roof Garden Cafe.

Music from 6 P. M. to 12:30 A. M.

Every Room has Private Bath

EUROPEAN PLAN

RATES: \$1.50 PER DAY AND UP

L. W. TULLER - - Proprietor

# BATES

## MODEL 49A

is the best Numbering Machine on the market. And it is the most inexpensive. For while other machines of its capacity sell from \$10 to \$16, this one is priced at \$5.

Operates consecutively, duplicates and repeats. Capacity 1 to 999,999. Weighs but 12 ounces. Is self-inking. Works rapidly, noiselessly, surely and will last for years.

### 10 Days Free Trial

You can have a machine on 10 days free trial without obligating yourself in any way. Simply write us a note saying you would like to try a machine. One will be sent you immediately, all charges prepaid. Write us to-day, now.

**The Bates Machine Co.**

696-710 Jamaica Ave.

Brooklyn, N. Y.



Price \$5.

### BUSY MAN'S LIBRARY

THESE SIX BOOKS

Tell How \$2.00 Grew Into \$250,000.00; Yours for \$4.50

The men who wrote these business books have built up the largest business of its kind in the world, and when they were doing it they were everlastingly applying the very same principles that they have driven home in the chapters of these books.

And you are to get all the benefits of their years of experience for \$4.50.

Now, if these men built up a quarter of a million dollar business by knowing how to make every letter they sent out an order clincher and if they are willing to impart their methods, why can't you profit by their experience? Wouldn't a little more of this letter-writing skill be beneficial in your business? It would accomplish the very plans you have in view.

**FOR THE BUSINESS MAN:** It will open his eyes to the possibilities of more business. **FOR THE ADVERTISING MAN:** It will increase the percentage of orders from the inquiries his advertising has brought. **FOR THE PROFESSIONAL CORRESPONDENT:** This work will be a constant reference. Send us a money order, P. O. order, or check for \$4.50, with your name and address plainly written. We will send the five books immediately, prepaid. If you don't find them worth their weight in gold, send them back.

Publicity Pub. Co., Dept. 24, Page Bldg., Chicago, Ill.

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

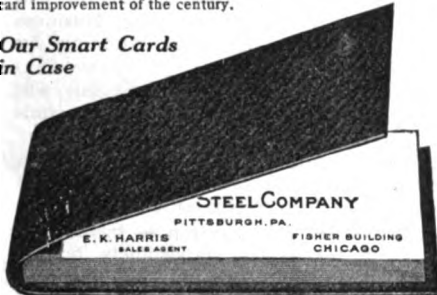
## "What Sort of a Man is He?"

is the question that promptly enters the mind of every business man when a caller is announced. If you send in a

### Peerless Patent Book Form Card

that question is sure to be answered in your favor, because this card produces the necessary psychological effect. It is the one high class business card. Its uniqueness attracts, its engraved inscription impresses, its smooth edges after detachment and its freedom from any marring signs, all testify to your good taste, and sound judgment. Send for a sample tab today and detach the cards one by one and see the greatest card improvement of the century.

Our Smart Cards  
in Case



## The JOHN B. WIGGINS CO.

Sole Manufacturers  
Engravers Die Embossers Plate Printers  
44-46 East Adams Street, Chicago  
New York Office: 350 Broadway

## A GOOD SHORTHAND REPORTER

is the only kind you can afford to employ. I am well prepared to handle all kinds of law and general reporting.

### FRED H. GURTLE

SHORTHAND REPORTER

Phone Randolph 3038 810-811 Reaper Block, CHICAGO

## 3000 GUMMED LABELS \$1.00

SEVERAL SIZES & STYLES  
PRINTED TO ORDER IN ONE AND TWO COLORS  
AT THIS AND EVEN LOWER PRICES. SEND FOR CATALOG  
FENTON LABEL CO. NINTH & THOMPSON STS. PHILA. PA.

## Study Law at Home

THE oldest and best school. Instruction by mail adapted to every one. Recognized by courts and educators. Experienced and competent instructors. Takes spare time only. Three courses—Preparatory, Business, College. Prepares for practice. Will better your condition and prospects in business. Students and graduates everywhere. Full particulars and

Easy Payment Plan Free

The Sprague Correspondence School of Law  
684 MAJESTIC BLDG., DETROIT, MICHIGAN



## A Genuine Red Cedar Chest For Your Clothes' Sake



Guaranteed Moth  
Dust and Damp Proof

You can put your garments away in these chests with an assured feeling that they are safe, and they are immediately available whenever wanted. They save you many times their cost in cold storage and furrier's bills. They are the highest order of the wood working art, and one of these Window Seat Chests placed in your hall or window nook lends character to the entire home. They can be handed down as heirlooms for ages, and make ideal wedding, birthday or anniversary gifts.

### Our 15 Days' Trial Offer

We will ship direct from factory to any address in the United States, one of these chests on 15 Days' Approval. If not satisfactory at the end of that time, return it and we will pay return charges. Freight prepaid to any point east of Mississippi river. Prices from \$12.00 up.

Write Today for Catalog Showing Our Complete Line of  
Genuine Southern Mountain Red Cedar Chests

Piedmont Red Cedar Chest Co., Dept. 41, Statesville, N. C.

## TYPEWRITERS ALL MAKES



Visible Writers or otherwise  
Oliviers, Remingtons, Smiths, etc.  
Shipped ANYWHERE for Free Trial, or RENTED,  
allowing RENT to APPLY.

Prices \$15.00 Up

First class Machines fresh from the Manufacturers  
Write for Illustrated Catalog Your opportunity.  
TYPEWRITER EMPORIUM, (Est. 1892) 92 & 94 Lake St., Chicago



Prof. Brooks

## Make the Farm Pay

Complete Home Study Courses in Agriculture, Horticulture, Floriculture, Landscape Gardening, Forestry, Poultry Culture and Veterinary Science under Prof. Brooks of the Mass. Agricultural College. Prof. Craig of Cornell University and other eminent teachers. Over one hundred Home Study Courses under able professors in leading colleges.

250 page catalog free. Write to-day.

THE HOME CORRESPONDENCE SCHOOL  
Dept. 132, Springfield, Mass.

## \$3,000 TO \$10,000 A YEAR IN THE REAL ESTATE BUSINESS



We teach you by mail every branch of the Real Estate, General Brokerage, and Insurance Business, and appoint you  
**SPECIAL REPRESENTATIVE**  
of the oldest and largest co-operative real estate and brokerage company in America. Representatives are making \$3,000 to \$10,000 a year without any investment of capital. Excellent opportunities open to YOU. By our system you can begin making money in a few weeks without interfering with your present occupation. Our co-operative department will give you more choice, salable property to handle than any other institution in the world. A Thorough Commercial Law Course FREE to Each Representative. Write for 62-page book, free.  
THE CROSS COMPANY, 3799 Reaper Block, Chicago



# Why Not? The Top



WHY not the "big" man in business?

Why not realize upon your daily opportunities?

This is the era of the man who says "I can" and does it.

*The International Accountants' Society, Inc.*, will prepare you to be a man of affairs, a man whose opportunity for money-earning is unlimited.

Thorough courses of instruction and training in Higher Accounting, Business Law, Cost Accounting and Auditing, by correspondence.

Our entire course of instruction will prepare you to pass any C. P. A. examination.

These courses of instruction cover a field that is constantly searching for competent men. Why not enter it?

With each course of instruction is included a valuable set of text-books, handsomely bound, and each student is given personal attention.

Ask for our catalogue explaining fully our courses of instruction; it will be sent to you free upon request.

**The International Accountants' Society, Inc.**

118 West Fort Street, DETROIT, MICH.

# "BOY WANTED"

By NIXON WATERMAN

## *A Book of Cheerful Counsel*



A book that every father should give to his son—after he has read it. It's full of the kind of good talk that helps a boy or man on the road to Success.

The boy or man who truly reads the book cannot help but get a world of good from it. It's the kind that holds you from the frontispiece to the end of the last chapter.

Is it good for a girl too? Why, bless me, it is good for both the little girl and the girl grown tall.

**The Price is Only \$1.25, Postpaid**

**The Sheldon University Press**  
LIBERTYVILLE, ILLINOIS

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

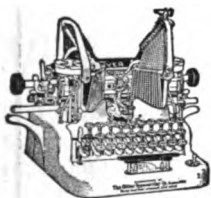
# A \$100 Typewriter for 17 cents a Day

Please read the headline over again. Then its tremendous significance will dawn upon you.

An Oliver Typewriter—the standard visible writer—the \$100 machine—the most highly perfected typewriter on the market—*yours for 17 cents a day!*

The typewriter whose conquest of the commercial world is a matter of business history—*yours for 17 cents a day!*

The typewriter that is equipped with scores of such conveniences as "The Balance Shift"—"The Rolling Device"—"The Double Release"—



"The Locomotive Base"—"The Automatic Spacer"—"The Automatic Tabulator"—"The Disappearing Indicator"—"The Adjustable Paper Fingers"—"The Scientific Condensed Keyboard"—all

***Yours for  
17 cents a Day***

We announced this new sales plan recently, just to feel the pulse of the people. Simply a small cash payment—then *17 cents a day*. That is the plan in a nutshell.

The result has been such a deluge of applications for machines that we are simply astounded.

The demand comes from people of all classes, all ages, all occupations. The majority of inquiries have come from people of known financial standing who were attracted by the novelty of the proposition. An impressive demonstration of the immense popularity of the Oliver Typewriter.

A startling confirmation of our belief that the Era of Universal Typewriting is at hand.

**A Quarter of a Million People  
Are Making Money with**

**The**  
**OLIVER**  
**Typewriter**  
**The Standard Visible Writer**

The Oliver Typewriter is a money-maker, *right from the word "go"*. So easy to run that beginners soon get in the "expert" class. *Earn as you learn*. Let the machine pay the *17 cents a day*—and all *above* that is *yours*.

Wherever you are there's work to be done and money to be made by using the Oliver. The business world is calling for Oliver operators. There are not enough to supply the demand. Their salaries are considerably *above* those of many classes of workers.

**"An Oliver Typewriter in  
Every Home"**

That is our battle cry today. We have made the Oliver *supreme in usefulness* and absolutely *indispensable in business*. Now comes the conquest of the home.

The simplicity and strength of the Oliver fit it for family use. It is becoming an important factor in the home training of young people. An *educator* as well as *money maker*.

Our new selling plan puts the Oliver on the threshold of every home in America. Will you close the door of your home or office on this remarkable Oliver opportunity.

**Write for Further Details of Our Easy Offer and a  
Free Copy of the New Oliver Catalog. Address—**

**The Oliver Typewriter Company**  
**The Oliver Typewriter Building : Chicago, Illinois**



"I do not know how I could get along without LA FOLLETTE'S WEEKLY. It fits my ideas, my sympathies, my hopes and purposes just like a glove. In political and economic matters it is meat and drink to me."

**Says  
Judge Ben B. Lindsey**

*of the Denver Juvenile Court  
in writing of*

## LaFollette's Weekly Magazine

"You are certainly publishing a splendid little weekly, just about as much as one can imbibe and thoroughly digest; terse, brief, pointed and powerful in all its departments. I wish it could find its way into every home in America."

**Ask for Free Sample**

A New York State agent writes: "I started down town, a distance of three quarters of a mile, to mail a letter. Took seven subscribers to LA FOLLETTE'S on the way down. If a man can take seven subscribers in going three-quarters of a mile, how many can he take in going 1500 miles?"

**We Pay Cash**

Agents everywhere say that LA FOLLETTE'S is bringing a big income. You can make money in this easy and pleasant way. We tell you just how to handle these sales to make the most money. Write for particulars and special terms. Furnish references.

**COUPON**

**LA FOLLETTE'S WEEKLY MAGAZINE**  
**Madison, Wisconsin**

Please send me:

Agent's Cash Plan

Sample Copy . .

|                          |           |
|--------------------------|-----------|
| <input type="checkbox"/> | Mark      |
|                          | X         |
| <input type="checkbox"/> | After One |
|                          | Desired   |

Name .....

City .....

State .....



## Will You Accept This Business Book if We Send it Free?

**Sign and Mail the Coupon Below.**  
**Send no Money! Take no Risk!**

One hundred and twelve of the world's master business men have written ten books—2,079 pages—1,497 vital business secrets, ideas, methods. In them is the best of all that they know about

- |                |                     |                            |
|----------------|---------------------|----------------------------|
| —Purchasing    | —Salesmanship       | —Position-Getting          |
| —Credits       | —Advertising        | —Position-Holding          |
| —Collections   | —Correspondence     | —Man-Handling              |
| —Accounting    | —Selling Plans      | —Man-Training              |
| —Cost-keeping  | —Handling Customers | —Business Generalship      |
| —Organization  | —Office Systems     | —Competition Fighting      |
| —Retailing     | —Short-cuts and     | and hundreds and hun-      |
| —Wholesaling   | Methods for every   | dreds of other vital busi- |
| —Manufacturing | line and department | ness subjects.             |

A 9,059 word booklet has been published describing, explaining, picturing the work. Pages 2 and 3 tell about managing businesses great and small; pages 4 and 5 deal with credits, collections and with rock-bottom purchasing; pages 6 and 7 with handling and training men; pages 7 to 12 with salesmanship, with advertising, with the marketing of goods through salesmen, dealers and by mail; pages 12 to 15 with the great problem of securing the highest market price for your services—no matter what your line; and the last page tells how you may get a complete set—bound in handsome half morocco, contents in colors—for less than your daily smoke or shave, almost as little as your daily newspaper.

*Will you read the book if we send it free?*  
*Send no money. Simply sign the coupon.*

**The System Co., 151-153 Wabash Ave., Chicago**

If there are, in your books, any new ways to increase my business or my salary, I should like to know them. So send on your 16-page free descriptive booklet. I'll read it. **BP-4-10**

Name \_\_\_\_\_

Address \_\_\_\_\_

Business \_\_\_\_\_

Position \_\_\_\_\_

## SPINAL IRRITATION

An elegantly illustrated booklet explaining the cause and cure of the disease that produces the following

### SYMPTOMS:

**HEADACHE** or pains in the head, especially in the Back part or Base of Brain; Nervous or Billious Headache; sensations that feel like the pulling or stretching of  
**CORDS** in the Neck; trouble with the  
**EYES** connected with pain or aching in back part of head or neck or upper part of shoulders; aches or pains in the eyes or back of them; specks or spots before the eyes or blurred vision; a frequent desire to  
**SIGH** or **YAWN** or take a deep, full breath, and in some cases, an inability to do so;  
**PALPITATION** or irregularity of the heart; pains, oppression, difficult breathing, or very peculiar and disagreeable feelings in the region of the  
**HEART, LUNGS, STOMACH**, or other parts of the body that doctors often call Neuralgia, Rheumatism, Indigestion, Heart trouble and various other names, but fail to cure; aches or pains in the region of the  
**KIDNEYS; BACKACHE**; sensations of oppression or constriction like a  
**BELT AROUND THE BODY**, or part way around;  
**PARTIAL PARALYSIS** of arms, shoulders, hands, lower limbs or feet, causing pains in these members, or a  
**NUMB FEELING** or sensations of coldness, heaviness, or a tingling or feelings resembling the  
**PRICKING OF PINS** or needles or as if the parts were asleep;  
**SORE, TENDER OR BURNING** points along the spine or in the limbs or feet; pains in the face, arms, back, lower limbs or feet, resembling those of  
**NEURALGIA OR SCIATIC RHEUMATISM** (physicians often treat these symptoms as ordinary neuralgia or rheumatism, but such treatment will not cure them);  
**CHILLS UP OR DOWN BACK**;  
**CREEPING** sensations, coldness or numbness; pain  
**BETWEEN SHOULDERS.**

If you have the above named symptoms, or any of them, you probably have SPINAL IRRITATION, a very serious disorder that but few physicians can cure. Yet it is very easily cured by proper treatment. Our elegantly illustrated booklet explains how. It also describes the disease and explains what causes it.

Price, 10 Cents

OHIO STATE PUBLISHING CO., 93-5 The Birmingham, Cleveland, O.

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

## THE ALAMO

### Colorado Springs' New Fire-Proof Hotel

**Strictly First-Class—American and European Plan**

#### RATES:

**American Plan**—\$2.50 to \$4.00 per day and upwards.

**European Plan**—\$1.00 per day and upwards.

150 Rooms—Fifty Elegant Suites with private baths.

Golf and other Outdoor Sports accessible to guests.

## Colorado Springs, Colorado

## Mr. Business Man

Are you interested in the resources and developments of Western Canada? If so, drop a card with your name and address to

### Anthony Anderson

Drawer 735, Victoria, B. C.

This is an Advertisement it will Pay You to Answer



**Save your Pocket and Insure your Keys**

Key Insurance—Good for one year, Insures Keys and Identifies Owner; this with Genuine Morocco Combination Key and Knife Purses.....50c.  
 Accident Insurance—Above, plus a Limited Accident Policy for \$1,000, renewable each year.....\$1.00  
 Key Purses, (Key Chains) { Cowhide.....25c. Combination { Cowhide.....40c.  
 { Morocco.....35c. Key and { Morocco.....50c.  
 { 5c. extra. { Seal, Russia, 50c. Knife Purses { Seal, Russia, 65c.

Special Prices in Quantities for use as Advertising Novelties  
**MURRAY S. CHISM, Patentee and Manufacturer**  
 224 N. Camac St., Philadelphia, Pa.

# The Orders—How to Give Them, Instead of Take Them

**True stories of salaried employees who developed big businesses of their own—How to outgrow taking instructions and commence dictating for yourself—Your own office and stenographer, an easy possibility**

**WE** often hear about a first-class employee spoiled to make a second-class employer.

But the case of the man, with real ability to successfully conduct and direct a business of his own, vainly trying to succeed as an employee, is much more frequent in business.

It is a question of temperament. Many a man of ability is a poor receiver and executor of instructions.

It is to the man who feels that he is vainly battering against the walls of a salaried position—who feels in his heart that he could progress faster than he does, with the right opportunity—who has the feeling that he could expand to his natural size, if unfettered by subordination to other men's orders—it is to the man who earnestly wants and really should have a business of his own, but who has no capital to invest, that this article is written.

The day is *not* past when the man without capital can build up a great business.

Brains, nerve, persistence, are today the best capital in the world—as they always have been—if they are aimed right.

A single bomb dropped in the right spot dooms the fortress. It might be hurled against the solid wall in vain.

To the man without capital, the first requisite to an independent business is a knowledge of modern business conditions and the discovery of the right spot upon which to direct his efforts.

Look for some branch of business that offers a wide demand, and at the same time can be started small—on personal work.

Modern business methods have so increased the breadth of field of every enterprise—have made it possible for every business house to so increase its sales—that two *branches* of business have completely outgrown the main trunk, and require specialists to care for them properly.

These great branches are Advertising—spreading the sales—and Collecting—saving the profits on the sales.

Every business house in America needs the services of a specialist in both these branches.

But Advertising requires a peculiar sort of genius, and the need of it is not always apparent to many business men.

For the average man seeking a new business, the profession of Collection Expert offers the clearest, broadest field.

Every business man has evidence on his own books of the need of Collection

Service. He may doubt the need of Advertising.

The Collection Expert can show returns to his clients in cold dollars and cents—sometimes the Advertising Expert finds this impossible.

The greater a firm's sales, the more it needs the services of a Collection Expert.

The Expert Collector of the present day is an evolution of the old type, who depended



*W. A. Shryer, who has built up a mammoth business as a Collection Expert—now president of the American Collection Service*

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

## THE BUSINESS PHILOSOPHER

entirely on luck and physical influence. Collection has now been developed into a *Science*—more accurate than the Science of Advertising.

By the development of the Science of Collecting the field of the Expert has become practically unlimited.

In the old days, the Collector could handle only as many claims as his legs would permit. Today, the Collection Expert sits in an office, dictates to a stenographer, directs his assistants and gets a greater percentage of returns than

the old type. The number of clients he can serve and claims he can handle are limited only to the number of additional assistants he cares to hire.

There is probably no more fascinating work in the world. Certainly, there are few that offer so golden a reward of profit.

To the man, be he young or old, who is willing to first master the *Science* of Expert Collecting, a wonderful opportunity is open to build up, without capital, a safe, big paying, dignified business.



*Office of Clyde Z. Curlee, Oklahoma City, Okla. Mr. Curlee was the first student taught by Mr. Shryer. In two years he has built up a business that does \$75,000 per year*

Above is shown a photograph of Clyde Z. Curlee in his office at Oklahoma City. Two years ago, Mr. Curlee was working as an insurance agent. He had heard a great deal about the success made by one of the great collection agencies in Detroit—growing up from one man's efforts in less than five years' time, and without capital—and when he learned that this same agency, in addition to its great collection business, taught its science and methods to others, he immediately investigated. The result is Mr. Curlee's present establishment—an independent business of his own—a finely equipped office, with

his own stenographers,—his collections for the second year alone aggregating \$75,000.

W. A. Shryer, founder and president of the institution from which Mr. Curlee gained his start, is, himself, an example of the great possibilities for the Collection Expert. Nine years ago, Mr. Shryer, then working for \$15.00 a week, started as a collector during his spare hours. The income from this work soon exceeded his salary and induced him to devote all of his time to it. First with his office at his home, then with desk room in a down-town office, and finally with his own office—now grown to a magnificent suite of gen-

eral and private offices—his rise was rapid.

The Shryer Mercantile Agency, as his organization is called, is now one of the most effective collection institutions in the country—operating offices in both Chicago and Detroit.

Its very success, and the fact that the field was greater than any one or a thousand agencies could cover—led Mr. Shryer to formulate the methods and ideas on which his prosperity was built, into a scientific course that could be mastered by others.

Mr. Shryer's system—a system that collects the money so quickly and so certainly as to develop the

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# THE BUSINESS PHILOSOPHER

great success of both his institutions—this system has little to do with time-worn methods.

Close intimate experience with all manner of businesses—all manner of accounts—all manner of debtors, under every combination of circumstances—have developed for the institution an accurate knowledge of all the types to be met with in collecting, and how each may best be handled.

The methods which fit these types and conditions—the letters used most successfully on each—are not haphazard, inspirational experiments—they are scientific—each one the product of experience.

The American Collection Service—that branch of Mr. Shryer's business which instructs others—teaches the science of expert collecting by giving the student the knowledge developed by Mr. Shryer in his own work, of types and conditions to be met, and showing how to quickly and accurately sift accounts into the different types.

The whole matter is put on such an accurate basis, and so simply explained, that it can be easily and quickly grasped.

The course of The American Collection Service has the distinct advantage of being practical—it is an exact working model of the successful methods which Mr. Shryer is using himself in actual practice. Theoretical instruction can never approach in effectiveness—in its ability to make the student so quickly successful—the absolute certainty of this accurate teaching.

\* \* \*

It will pay you, at least, to investigate.

A business that is paying others from \$3,000 to \$10,000 a year—that requires no capital to start—that has such an unlimited field—that furnishes such fascinating, interesting work—must not be idly dismissed, no matter what your present circumstances are.

A letter to-day will bring you not only a prospectus of the course which will start you on such a career but it will bring you a book brimming over with enthusiastic letters from successful students—men who in a year or two have risen from small salaried positions to big, growing, independent incomes—\$3,000, \$4,000, \$5,000 and even \$10,000 a year. Some of these successful students are in small towns, some in large ones, and some in such cities as New York and Chicago. Oftentimes, a student has started in his own town and grown to such an extent that he has found it advisable to move to a big city.

\* \* \*

Write a personal letter today to Mr. Shryer, and learn from his own experience—learn what he is willing and able to do for you.

Such an investigation will cost you not a penny, and will open a way to a prosperous, steady, secure career for you.

Stumbling along on a salary is neither fair to yourself, nor to your future, nor to your family, if you have in you the ability to direct a business of your own. No business offers such

opportunities as that of Collection Expert. No business offers such an accurate, unflinching science to insure its success, and yet one that can be so thoroughly mastered by any intelligent man. For the sake of the business prospects it may unfold for you—for the sake of being, at least, familiar with the opportunities that are about you, make up your mind to write to-day—now—a personal letter to



**W. A. SHRYER, President**  
**American Collection Service**

**93 State St., Detroit, Mich.**

Office of C. W. Frazer, Memphis, Tenn. Mr. Frazer's letter, reproduced above the picture of his office, is self-explanatory.

# \$100 in Gold Given Away

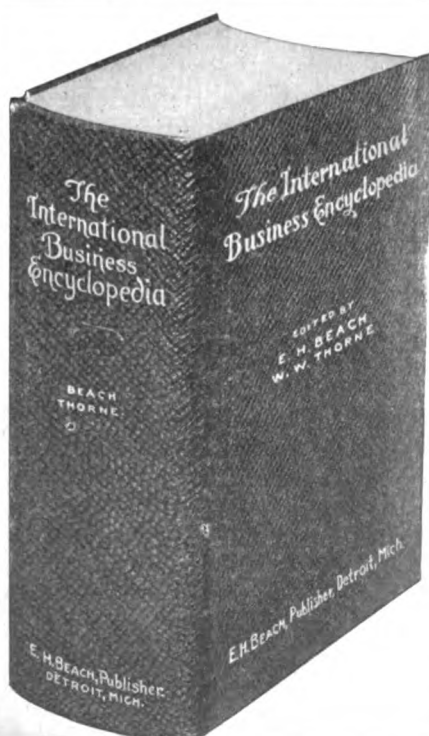
**A** GENUINE bona fide offer. Read our proposition. Are you a smart speller? We give \$100 in gold and other prizes named below to those able to make the largest list of words from the words *The Rountree Publishing Company*. You can make at least twenty, we believe, and if your list is the largest you will get the greatest prize. In case of a tie, prizes will be divided between highest contestants. Here are the rules to follow: Use only words in the English language. Words alike, but with different meanings can be used but once. Use any dictionary. Pronouns, nouns, verbs, adverbs, suffixes, adjectives, proper nouns, allowed. Anything that is a legitimate word will be allowed. This is the way: Heart, temple, rain, only. Use these words and arrange alphabetically. The following is a list of the prizes:

**\$25.00** for the largest list of words as above. **\$20.00** set of Encyclopedia, second largest list. **\$15.00** third largest list. **\$12.00** set of dishes, fourth largest list. **\$10.00** Mission Lamp, fifth largest list. **\$10.00** cash, sixth largest list. **\$5.00** cash, seventh largest list. **\$2.00** each to the next twenty-two highest. Subscriptions to the *Dixie Home* one year to the next hundred highest.

We want you to know *The Dixie Home*, which is one of the brightest and best illustrated magazines in the world, and it is for this reason that we offer these premiums. We make no extra charge for the privilege of entering this word-building contest. To enter the contest it is necessary for you to send us fifty cents for subscription to the *Dixie Home* for one year, with your list of words. List should be sent at once. The lucky names will be published later. This is a great offer to those that take an interest in such contests.

— Address —

**“Contest Editor,” Dixie Home, Dept. 13, Birmingham, Alabama**



## FIFTY CENTS

SECURES THIS GREAT REFERENCE BOOK

An entirely new, up-to-date, down-to-the-minute reference book, for bookkeepers, cashiers, accountants and business men.

This magnificent volume weighs nearly 6 pounds; contains over 500 pages, 200,000 words and 700 illustrations of forms and tables; beautifully printed on fine paper; handsomely and strongly bound; produced and presented to the business world at a cost which brings it within the reach of all; easiest for reference, plainest for acquiring information, and most economical when compared with all other publications of like nature.

***It is Yours on Payment of Only Fifty Cents***

down and the balance in monthly instalments of 50 cents or \$1.00 as you prefer.

Monthly instalment price, \$4.00 per copy; introductory special cash price (less 10 per cent) only \$3.60.

In either case the expressage is prepaid to your address in the United States and Canada.

**E. H. BEACH, Publisher, Detroit, Mich.**

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# Ring the Bell Every Time

**W**HAT is it worth to you to be able to ring the bell every time you strike for a customer's order? What is it worth to you to be able, when he puts forth an objection, to knock that objection sky high with the irresistible force of a selling argument that has been tried and proven by the best salesmen of the best concerns in the world—concerns whose names are household words by reason of the enormous sales these very selling arguments have brought them?

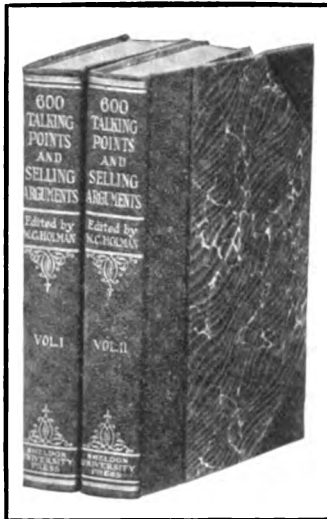
## What is it Worth to You:

—To know in advance the objections your prospect will make and the best answer to each that has ever yet been discovered.

—To have a number of answers (in some cases as many as twenty to thirty) to each objection—all irresistible—600 irresistible selling arguments?

—To know that every one of these arguments has been evolved by years of hard experience—improved and made stronger by constant successful use?

—To know that many of these arguments cost thousands of dollars in experience before they were discovered and perfected—and that many of them have sold millions of dollars worth of goods?



## Every Page Coinable Into Money

A chemical formula written on the back of an envelope may be worth a fortune; a few figures giving the combination to a safe may unlock a door with millions behind it. Every page of this book contains a selling formula that you can coin into ready money. Every one of these 600 irresistible arguments opens a door that will lead you to more sales and more commissions. You could well pay, if you had to, a green-back for every page of this book; but the cost to you is slight.

**Sign This Coupon** —Can you afford to pay one-half cent for an argument that has sold thousands of dollars worth of goods—an argument whose discovery cost hundreds or even thousands of dollars in time and experience and actual money of star salesmen and great concerns.

—An argument that will surely close sales for you—that may clear you a hundred dollars in commissions the first day you use it, and hundreds or even thousands of dollars as you use it over and over again, throughout the entire year and for years to come.

Can you afford to pay one-half cent for what is worth anywhere from \$10.00 to \$1,000.00 in actual money-making power to you?

## Then Sign This Coupon and Mail Today

THE SHELDON UNIVERSITY PRESS, Libertyville, Illinois

Enclosed please find \$4.00 for your Two Big Volumes of Six Hundred Talking Points and Selling Arguments.

Name .....

Address, etc. ....

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"



## Make a Change for the Better-To-day

Some of the world's most successful men began their real careers in middle life.

And yet, today, there are thousands of able men between thirty and fifty who think themselves too old to give up a failure and make a new start.

To such men The Sheldon School offers opportunities and encouragement which instill new ambitions, new purposes, new hopes.

We have on file the unsolicited letters of more than 40,000 men, who found The Sheldon course just the courage and the training which they lacked to make them drop a hopeless proposition and make a fresh start on a new one.

This documentary evidence shows, as nothing else will, what men can do regardless of age, if they only possess the necessary training to cope with present day methods.

By a course of easy, interesting lessons in your spare time at home, this school makes as plain as day the universal laws of business success. And it teaches you how to apply these laws in your everyday work.

If you are in the wrong business and the wrong field, it will cost you nothing to learn how this school can help you to greater opportunities, bigger prospects and larger salary in a bit of your spare time each day.

Your name and address on this coupon brings The Sheldon Book with all its valuable information FREE. And right now is the time to send for it.

Please send me, without any obligation on my part, a free copy of The Sheldon Book:

Name \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_



## The Sheldon School

968 REPUBLIC BUILDING

CHICAGO

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# Plan to Come to the Sheldon Summer School this Year : *by* Sergeant-at-Arms



NEW ADMINISTRATION BUILDING, THE SHELDON SCHOOL (NEARING COMPLETION)

**T**HE BETTER educated you are, the more earnestly do you desire further education. The more highly your positive qualities are developed, the more keenly do you value the further development that you see is possible.

Your years spent in school you now feel to have been all too short. You realize that education goes on all through life. And you want to get as much of it as you can. Your efficiency, your value, your profits, your advancement, your honor, your health, and your happiness all depend upon the amount and kind of your education.

But you are in business or professional life. Your time is full, day and night. You can and do study—there is no real growth without it—but you long to get into personal touch with your teacher—to talk over the things you study with others who are pursuing the same course, to get the benefit of others' experiences and points of view.

How to do it? That is the burning question.

Well, why not combine some of these things with your vacation?

Wouldn't that make an ideal vacation?

Then you would get the open air, the woods, the lake, the sports, the social life, the relaxation, and the recreation—give a large part of your time to the re-creating of the physical man. But, at the same time, you would get the personal instruction of men and women who have the gift of teaching, the rubbing of elbows with congenial fellow students, the study of the things most vital to your success—in short recreation of the mental man along with the physical.

All this is possible to you at the Sheldon Summer School.

I recently had a talk with Mr. Sheldon, and I know that he is planning some great features for this summer—things that will make last summer's session—big success that it was—look like an experiment in comparison.

There will be lectures and instruction on business building by Mr. Sheldon and his assistants, lectures



## THE BUSINESS PHILOSOPHER

on character analysis by Dr. Katharine M. H. Blackford, talks on salesmanship, advertising, system, and other departments of business technique by Mr. Sheldon and others whose studies and experience give them authority, and the experience and good fellowship camp-fire gatherings in the evening.

There will be tents to sleep in, the big table to eat from (private boarding houses or hotels if you prefer), boats to paddle, row, or sail in, horses to ride, buggies to drive in, fish to catch, walks to take, base ball, basket ball, tennis, and croquet to play, the lake to swim in, hammocks to loaf in, the big tent to sing in, and a big hall with hardwood floor to dance in. Near by will be Chicago, with its thousands of commercial, artistic, and dramatic attractions, Ravinia Park, with its music and drama, and other things worth visiting.

All in all, the Sheldon Summer School for 1910 will be the one best offering in the way of a vacation for a busy man and his family. As I have said, it will be far ahead of the session of last summer—and just hear what some of the students who were there have to say of that:

### **"Two of the Most Enjoyable Weeks of My Life"**

"I arrived home Friday afternoon, after having spent two of the most enjoyable weeks of my life on your farm, where all things tended to uplift one mentally and physically. The lectures put new hopes and possibilities unlimited within my reach—things I never thought possible before. They made me realize that the price of success is simply well directed energy. The lectures and talks given by Dr. Blackford and other speakers were of a nature to make one determine to go forward and be a doer of deeds and a speaker of words. From the physical side (including three good meals every day), I never had a better time in any two weeks of my life, playing ball, sailing, rowing, fishing, and taking advantage of the other privileges of the camp."

This is part of a letter from Robert Brown, of 242 Field Avenue,

Detroit, Michigan. It's worth noticing that a man should come from so beautiful and well located a city as Detroit and have the best time of his life.

### **"Expect to be With You Next Year"**

They all had such a profitable time that they said they were bound to be on hand at the next session. That tells the story. Here is one of them:

"I think your Summer School is an ideal place for spending a vacation. One not only receives a great deal of mental food, but has almost unlimited opportunities for improving one's health. I enjoyed my two weeks' vacation very much, and expect to be with you again next year."

This is what Fred W. Pfertner, merchant, of Witt, Illinois, had to say about it. You will feel the same way about it after you have attended the session for 1910.

### **"Splendid Opportunities for Profit and Pleasure"**

There were several ladies in attendance last summer, and more are coming this year. The woman is taking her place in the business world, and is showing that she is worthy of it by her intelligent study of the science of business building. Here is a letter from Miss Amy E. Ream, of 182 Michigan Avenue, Chicago:

"There are so many splendid recollections of the time spent at the Summer School that it is difficult to chose the best, or tell what influence may be the most lasting. I was glad to meet Mr. Sheldon. It was a great privilege to attend the lectures on man building. I can not forget their soul-penetrating power. There were also the joys of camping and living close to nature, the delightful interchange of ideas between the students. I enjoyed it all, and thank you most heartily for giving me so many and such splendid opportunities for profit and pleasure."

I have here a long, enthusiastic letter from C. C. Stockford, of Battle Creek, Michigan, that is so good that I should like to give you the whole thing if there were only space for it. But here are a few of the things he says:

## THE BUSINESS PHILOSOPHER

"To me it was most remarkable that there should be such a marked feeling of fellowship and brotherhood among the students. It showed how deep the interest was in a common subject, and how sincere was the desire for more light. It is going to be very hard for me ever to reckon the value of your personal instruction to me during the session. I can see the results made manifest in many ways already. I was very much impressed with your various outline studies, especially those which so simplified and made plain the various means of mental, moral, spiritual, and physical growth. Those who are looking for a greater success in life need grope around no longer. I shall be on hand for the entire term next year. I make reservation now for myself and family."

### "Booked for Every Session for the Next Fifty Years"

A number of the students at the Summer School made their reservations not alone for the next session, but for the next fifty sessions. It must have been pretty good to make them as enthusiastic as that. Just listen to this, from C. E. Howe, of Chicago:

"I am pleased to say that I am booked for every session of the Sheldon Summer School for the next fifty years. I hope that, at the end of that time you will permit me to extend the contract for another fifty. Mrs. Howe and the children are looking forward with me to camping out next summer in the beautiful woods near Lake Eara. I shall never forget my vacation of 1909. It was the most enjoyable one I ever had."

### Make Your Reservation Now

Tuition, tent, and board will be forty-five dollars. For shorter

periods, three dollars and seventy-five cents a day. Children under fourteen years, half price. The payment for tuition by the head of the family includes the other members. Board at the big table and a good tent will be ten dollars a week for those not paying tuition.

Boats furnished free.

Art Koon's famous saddle horses, seventy-five cents for the first hour; forty cents for each additional hour. Single buggies, one dollar for the first hour; seventy-five cents for each additional hour.

The Sheldon Summer School session for 1910 opens on Wednesday, July 27, and closes Tuesday, August 9.

Make your reservation now, if possible. Anyhow, send it in just as soon as you can decide to come, so that a tent may be provided for you, and a plate laid for you at the table.

Bring your old clothes, tennis racquet, fishing tackle walking shoes, riding habit, camera, swimming suit, mandolin, guitar, good appetite, a merry heart, family, and congenial friends.

Use this coupon in making your reservation:

|                                                                             |                 |               |
|-----------------------------------------------------------------------------|-----------------|---------------|
| 1910                                                                        |                 |               |
| SHELDON SUMMER SCHOOL, Libertyville, Illinois                               |                 |               |
| Make reservation for.....persons in a good tent, also a place at the table. |                 |               |
| .....Men.....                                                               | .....Women..... | .....Children |
| Name.....                                                                   |                 |               |
| Address.....                                                                |                 |               |

SEND FOR OUR BEAUTIFUL PROSPECTUS

# The Power of a Purpose

By Charles R. Brown

¶ You will agree with me at the outset that no man is apt to arrive unless he has a distinct idea as to where he is going.

¶ You can steer a ship that is moving, every part of it brought under the power of some impelling force—even if it is headed wrong it can be turned around.

¶ You cannot do anything with a ship that is drifting—it simply lies in the trough of the sea, beaten and tossed.

¶ You can do almost anything with a young man who is possessed by a purpose. If that purpose in certain particulars is a mistaken one, he can be faced about.

¶ But it is hard to do anything with those human derelicts who are just drifting along waiting to see what will happen to them instead of being up and out to make things happen on their own account.

¶ The real purpose organizes the various elements of a man's life for effective action.

¶ A pile of steel filings and shavings lying on the floor of a foundry may be fine in quality, they may weigh a ton when placed upon the scales, but unorganized they have little value. Organize and weld them into a shaft, attach one end of the shaft to an engine, and the other to a screw propeller, and it will send a mighty ocean liner from New York to Liverpool in five days. Bring all those bits of steel under the organizing power of a purpose and they become effective.

¶ In like manner a mind, a heart, a soul, is nothing more than a confused heap of thoughts and wishes, impulses and desires, longings and aspirations, until by the power of a purpose all these are brought into unity and made effective in their thrust toward some worthy fulfilment.—“*The Young Man's Affairs.*”

# The Business Philosopher

A. F. SHELDON, EDITOR

VOLUME VI

MAY, 1910

NUMBER 5

## *By the Fireplace*

*Where We Talk Things Over*

IN OUR February meeting by this Fireplace, we had a little talk about a birdseye view of business. In that talk we touched upon a subject to which I have been giving considerable thought since. So that you may get the full connection, I will reprint here a few paragraphs of that talk. Then you can go back to your February number and read the whole of it, so that you can get the point of view in its entirety.

Here is part of what was said in that talk:

"Is there anything . . . in the civilization of the world today that is wrong, that is hurtful, that retards and hinders the growth of the race in intelligence toward wisdom; in consciousness to the cosmic or universal sense; in efficiency to mastership?

"Rest assured that, in time, business will find out that it doesn't pay, and then it will be all day with that thing or those things.

"Because, you see, business includes pretty nearly all the people there are, business controls all the money and all the means of production and distribution—the reins of power are in its hands, and whatever business says goes.

"That is almost self-evident.

"Furthermore, business is fast waking up to the fact that the science of business is the science of service; that he profits most who serves best. In other words, the thing that serves the race best is that which pays best, and business has no time for anything that does not pay.

"To reform the world, therefore, reform business.

"And to reform business, show it that the right way is always the way that pays best."

THIS is our last talk by the Fireplace for this season. Next month it will be warm enough to get out on the front porch for the summer. And in this last indoor talk, I want you to devote a few minutes of serious, sane, careful thought to the idea in these paragraphs from the February magazine, and especially to the practical application of it.

I want, as far as possible in the brief time at our disposal, to impress upon you the bigness of the problem we are here attacking, its far-reaching significance, and its intimate relation to you, to your business, and to your family.

Perhaps you have thought of the upward progress of the race as something for philosophers to theorize about, something for preachers to pump platitudes out of, something for wild-eyed reformers to amuse themselves with; but nothing of any real importance to you. Maybe you have been thinking that you need not feel any alarm if your pay envelop keeps up its weight, if your daily bal-

ance sheet has the right shape and size figures in the right place, if your semi-annual dividends loom up satisfactorily. I doubt very much if anyone intelligent enough to read **THE BUSINESS PHILOSOPHER** has been so short-sighted, but I can guess that there are some of you who have not grasped the full importance of this question.

To feel sorry for the poor and unfortunate has been held a virtue for thousands of years. Many people have crystalized their sympathy into action, and have given from their abundance to supply the lack of those who had less than enough. That was religion or charity. But business was quite a different thing.

For many long, dark centuries business was like war—anything to win, let the other fellow look out for himself. Then, very lately, business began to see the light a little—to look a little farther ahead than the profit on the immediate transaction. The service idea was born. Business building began to take the place of business getting. Thus has come about the square deal with the customer.

Still more recently, business has begun to take note of its relations with employees. The old idea was to get all that was possible out of the worker—to squeeze him dry—and to return to him as little as possible. But experience showed that it did not pay. Progressive business institutions now look after the welfare of their employees, pay them well—some even share profits with them—and pension them when they have grown old in the service. And they do it for no other reason than because it pays.

A well-fed, well-clothed employe, living in a comfortable, sanitary house, and contented with his lot, produces more and better results for every dollar of his pay than a poorly paid, ill-fed, ill-clad, sickly, and discontented workman. Not only that, but a square deal with employees means harmony, team-work, and the elimination of the losses occasioned by strikes and riots.

Far-sighted business is learning all this. Mark well the fact. It is full of meaning. It is a gleam of light in the darkness—the beacon of our hope, as we shall see.

**I**T WAS a long step in advance when business began to deal honestly with the customer. It has brought about an era of commercial expansion and prosperity such as the world has never seen before.

It is another long step in advance for business to begin to deal justly with the employe. That has begun not only a big increase of that prosperity, but it has spread to the ends of the world and to a greater number of the race.

The next long step in advance will be taken when business begins the square deal with society and government.

It is not enough that your customer should have confidence in you and be satisfied with the service you render.

It is not enough that your employes should be prosperous and happy.

You will never realize the full measure of profit and happiness from your business until every member of the race is well, prosperous, truly educated, and happy.

You say that is impossible—at least until the millennium—; that your profits are big enough now to suit you, so why should you bother your head about the poor devil down in the slums of some distant city. You say that may interest you as a member of your church or charitable organization, but that it is too remote to affect you as a business man.

Then let me put it more strongly.

Unless you look out for that poor devil down in the slums he will some day pull down the pillars of your business temple, crushing both you and himself.

I am not talking about revolution—although even that has happened.

The race is one. Every member of it is a part of every other member. What hurts the weakest and humblest member hurts you—hurts all.

This is not sentiment or poetic fancy. I am talking business.

Let me show you just how it works out.

Business is rapidly centralizing the wealth of the world in the hands of a few powerful men. That means greatly increased efficiency in production and distribution. It means great economy of organization, cutting down waste and needless expense. It means the opening up of vast new territory, the development of new resources, the promotion of new inventions and discoveries, the packing of the hours with accomplishment, the shortening of the miles of land and sea. And so it means the piling up of enormous profits. These become capital, are reinvested, and bring in more profits.

Business controls the people, the means of production and distribution, and the government. Business makes

the conditions of society as we find it today. And with the power—the unparalleled power—lent by a wealth of which the world has never dreamed, directed by highest intelligence, aided by contributions of science and invention, and fostered by vast territory and resources now open and available, business has the greatest opportunity of all the ages.

But history tells us that huge wealth of the few has always been accompanied by bitter poverty of the many. Thousands have lived in hovels that one might live in a palace.

And with poverty always come inefficiency, scant consumption of products, abused credit, disease, crime, discontent and unrest.

Business cannot afford these things.

Inefficiency cuts down both the quantity and quality of production. Wealth can not be produced without labor, no matter how great the capital, and inefficient labor always reduces profits, causes loss of confidence and satisfaction among the customers.

Scant consumption of product makes a poor market, low prices, and general business stagnation. Business can not prosper unless the ultimate consumer—the great working class—has the money to buy.

A falling market always means the straining of credit, and bankruptcy. And business cannot afford bankruptcy.

Disease is dangerous and expensive. It spreads from the poor to the well-to-do and the rich. It cuts down production and efficiency. It causes alarm and, by keeping people away from infected cities, "hurts business." It costs money for hospitals, physicians, and nurses. These

things have to come very largely out of the taxes that you pay.

Crime is also dangerous and expensive. You may be held up and robbed tonight. Your house may be the next to be burglarized. Your store or factory may be the next to go up in incendiary smoke. And the jails, penitentiaries, courts, and police departments have to be supported out of your taxes.

Discontent and unrest unsettle trade conditions, foment fanatical political schemes, break out, every now and again, in riots and violence, and are ever a smouldering volcano, threatening worse things than may ever happen.

All these things are bad for business. And they are all sure to result from the great centralization of wealth unless business does what has never been done before—sees that not only customers and employes get a square deal, but society and government.

Business now has the power. Will it look beyond the dollar of today to the dollar of tomorrow and ten years from tomorrow? Will it attack this new problem with the seriousness, energy, foresight, and effectiveness that has characterized its other achievements? If so, we are on the eve of an era that will be mighty close to the popular conception of the millennium—an era of prosperity, well-being, and civilization beside which even the dreams of the Utopians will fade.

**N**OW WHAT is the application? What have you and I to do with this forward step of business?

That is a question we shall have to answer. We are a part of the

great whole, and we must do our part, or the movement will be retarded by just so much. And we shall suffer.

What's that? Do I hear you say that you are only a small and powerless atom in the grip of circumstances? That Big Business now has all the power and the whole thing is up to Big Business? Pray do not make that mistake.

James Allen truly says:

"If thou wouldst right the world  
And banish all its evils and its woes,  
Make its wild places bloom  
And its drear deserts blossom as the rose:  
Then right thyself.

"If thou wouldst turn the world  
From its long, lone captivity in sin,  
Restore all broken hearts,  
Slay grief, and let sweet consolation in:  
Turn thou thyself.

"If thou wouldst cure the world  
Of its long sickness, end its grief and pain;  
Bring in all-healing Joy,  
And give to the afflicted rest again:  
Then cure thyself.

"If thou wouldst wake the world  
Out of its dream of death and darkening strife,  
Bring it to Love and Peace,  
And Light and brightness of immortal Life:  
Wake thou thyself."

Yes, you must begin with yourself. You can't leave that part of the work to Big Buiness or to anyone else.

Forget the alleged crimes of "malefactors of great wealth" for awhile. Look after the sweeping of your own doorstep. Be brutally frank with yourself. See that your business, no matter how small, serves not only its customers and employes, but society and the government. See that your citizenship is of the active, energetic, high-minded type that serves the whole people. Study men and measures. Enlighten your fellow citizens. Show your public spirit in the affairs of your own city. Boost.

Be constructive, not destructive. Be willing and progressive. And, whatever you may feel obliged to neglect—nothing, I hope—make yourself an active, positive, influence in the interests of public education in the schools.

You will enjoy all this work. It will be recreation for you, and a power in your self-development. And, in the long run, it will increase the stability and profits of your business.

That is the first remedy—and it is the most important and effective. Indeed, if every individual were to do just that, then the whole problem would be solved. And that is the way it will finally be solved.

We hear a great deal about the “greed” of capital—of Big Business.

But if capital were to experience a change of heart today, and altruism were to take the place of its “greed,” the world would be but little better off unless you and I and the rest of the little fellows were to experience a like change of heart. Greed is no worse a vice in capital than it is in labor. The avarice of the rich works no greater harm than the avarice of the poor.

But I have said that business has the power. And that is true. Just as you and I must do our part, so must business do its part. Through its control of wealth, it will have to bring about an equitable distribution of profits. Through its control of the government, it will have to legislate for the whole people. And it will do this, and do it quickly, just as soon as it sees that it will pay—make profits bigger and more certain, now and in the time to come.

Business will have to interest itself, more and more, in the problem of

education—not only colleges and universities, but schools for all the children. And they will have to be schools that will educate the whole child—body, mind, heart, and will. Every normal child has within him the latent power to become a master servant, and hence a large sharer in the profits of business.

Poverty and its attendant ills—inefficiency, scant consumption, abused credit, disease, crime, and unrest—are the result of arrested development in some part of the individual. The individual is not always to blame—society produced the environment, withheld the proper education. And society, as well as the individual, must pay the penalty.

Let business, with its great power, deal fairly with society, and education will place within the reach of every boy and girl the means of development—of what Professor Bowman calls the “life-unfolding process.” Then every one will have a chance in life. Then our problem will be solved, in the only way it can be solved, by each individual making himself right.

**THE PROBLEM** that confronts us, then is two-fold. First of all it is a personal matter—we must get ourselves into line. Then it is a social question, how to get business to see that it will pay to give society and the government a square deal.

We get ourselves right by education—the development of our ability, reliability, endurance, and action to a marked degree.

And we must set about getting business on the right track by the same process.



Spread the light. Talk it. Live it.

Perhaps you are a power in Big Business now. Do your part.

You may be one of the captains of industry tomorrow. Prepare to do your part.

There is a mighty power in public sentiment, in the expression of conviction—earnestly and enthusiastically—in example.

Lest you lose sight of the truth, let me emphasize it again:

*All this is not religion—it is not charity—it is not sentiment—it is just good business, from the practical standpoint of profits.*

You can no more afford to neglect it than you can afford to neglect sales, accounts, collections, advertising, or the management of your employees.

You are threatened. Your business is threatened. Your family, your children and your children's children are in danger should the sullen flood of poverty rise.

The combination and centralization of wealth is a fact.

Will the horrid poverty that has always festered side by side with vast fortunes in the past also be a fact?

The question will be answered very soon now.

What that answer will be depends, to a great extent, upon how you and I do our part during the next few years.

**A**ND NOW let me say that I am strong in my conviction that business will make this great step forward. Yes, I believe that I can go even farther than that and say that business is making the step now. To my eye, the evidences are all about us. Let me tell you some of them.

First of all, business is beginning to look after the welfare of its employees. Not only are the factories and stores being made brighter, more comfortable, cleaner, safer, and more sanitary, but the same care is being extended to the homes and places of amusement of the workers. Playgrounds, night schools, social centers, day nurseries, club rooms for men and women, profit sharing, old age pensions, mutual relief associations, employees' loan banks, and many other such things are significant signs of the times.

It is but a short step from the welfare of the employe to the general welfare. It doesn't take miraculous wisdom to see that any live, energetic, intelligent, efficient, clean, healthy, prosperous, and contented individual is an asset to the community and to every business institution in it, and, conversely, that a half-dead, shiftless, ignorant, inefficient, filthy, diseased, pauperized, and discontented individual is a loss and a menace.

Second, I am encouraged by the intense and widespread interest that is being taken in this very problem. The reformers and the muck-rakers, whatever their shortcomings and their limitations, are rendering a service in making the people think. The papers are full of it, the magazines teem with it, the public platforms and pulpits ring with it, politics is deeply concerned with it, and you hear the people talking of it everywhere. While we may not be fully awake to the situation, we are at least waking up. And that is good.

Third, and most important of all, there is a wide and deep movement toward education for efficiency. I

find that school men and women everywhere are alive to the subject. I find business men in all parts of the country clamoring for it. I scarcely pick up a newspaper or a magazine that I do not find something about it. The rapid growth of correspondence schools, with their millions of students, shows it.

Even in the tradition-bound universities and colleges, the spirit of the times is beginning to make itself an influence. As an example, take the utterances of Dean Hotchkiss and Professor Wilde on pages 275 and 276 of this number of *THE BUSINESS PHILOSOPHER*.

The building of schools where education for efficiency is the watchword in all parts of the country is another sign. In the last few months, *THE BUSINESS PHILOSOPHER* has told you of several of these. And we shall tell you of more. Some day we shall tell you about Sheldon Commercial University and what it has accomplished.

Now why all this attention to education in this magazine, which is devoted to the philosophy of business?

Because the whole future of business depends upon plenty of the right kind of education. If the business world is to solve the problems that confront it, there will have to be a white-hot interest in the cause of education. And it is because I can see that interest warming up that I am hopeful and optimistic about business.

**AND NOW** just a final word.

Indolence and short-sighted self-interest are very strong in every one of us. These, with the excessive and unreasoning party spirit, as

pointed out by Mr. Brice, former ambassador of Great Britain to the United States, are the three greatest hindrances to good citizenship. They are the enemies in ourselves and in others that have to be conquered before our business institutions will be safe from the social menace.

Much is being done by public spirited agitators and reformers to overcome these obstacles. But they are very strongly entrenched in human nature. It is difficult indeed for the average man to realize that good government means enough to him to take very much trouble about it. If he has an immediate private interest in politics—such as the obtaining of a franchise, for instance—it is very hard for him to see that the interests of the whole people are very much more important *to him* than his immediate profit. If he is a strong party man, it is very easy for him to be conscientious and sincere in subordinating the welfare of the people to the success of his party.

All these difficulties are in the way of the commercial, political, and social evolution which I believe is now in process. I do not shut my eyes to them. There is nothing to be gained by blinding ourselves to the facts.

But, again I come back to our beacon light of hope—education.

With the development of wisdom, that sum of all the positives, comes breadth of view and clearness of foresight.

Self-interest can not be rooted out of human nature—it is there to stay, and it is right that it should be there. But self-interest can be enlightened.

With the enlightenment of self-interest, and by the cultivation of the

power of the will, indolence will be overcome.

The same influences will show the shortsightedness of excessive and unreasonable party spirit.

All these influences are at work today.

The people, high and low, rich and poor are growing in wisdom. Evolution is ever upward. More and more men and women are coming into the light of the cosmic or universal sense. And the movement grows more rapidly with each onward stride. Like

the rolling snowball, it gathers mass and momentum as it goes.

I do not, therefore, share the view of the alarmists that a revolution is imminent. Evolution is accomplishing all that the times demand.

And in evolution, it is the fittest that survive—in this case the fittest men, the fittest institutions.

Your business and mine is to see that we are of the fittest, that the institutions with which we are identified are of the fittest.

## The Footpath to Peace

**T**O BE glad of life because it gives you the chance to love and to work and to play and to look up at the stars; to be satisfied with your possessions, but not contented with yourself until you have made the best of them; to despise nothing in the world except falsehood and meanness, and to fear nothing except cowardice; to be governed by your admirations rather than by your disgusts; to covet nothing that is your neighbor's except his kindness of heart and gentleness of manners; to think seldom of your enemies, often of your friends, and to spend as much time as you can, with body and with spirit, in God's out-of-doors—these are little guideposts on the footpath to peace.

—Henry Van Dyke

# A School for Teachers Where Life-Unfolding is the Keynote : *by* Maron Watson

**T**HIS SCHOOL is in Menomonie, Wisconsin, within a stone's throw of the world famous Stout Institute. It is one of a score or more of county normals which the legislature of the state of Wisconsin has provided for the professional instruction and training of young people, coming largely from the country, to fit them for expert work in teaching rural schools.

The particular school here described is unique in many ways as to the methods of working out the preparation of teachers.

It believes that teachers are not made but developed, not chiseled out of blocks but grown in a perfectly natural way from forces within just as a tree is grown to a certain shape.

It believes that mind and heart develop only through self-activity; that a true education and character is an accumulation of results coming from personal effort to reach ideals that are more or less clear to the growing mind.

There is no attempt upon the part of the faculty to force anything upon the student seeking the instruction and training, but every encouragement is given to get the pupil to assume the necessary duties, the performance of which will give him the power he is seeking.

It is a school of opportunities offered to and not thrust upon the student. He is made to feel that he has absolute freedom to choose the thing which will develop the teacher within him. He is to use the building, the apparatus and the faculty to these sacred ends and he will be judged and measured by the use he makes of these.

## Analyzing the Pupil

From the moment he enters the school he is made the subject of a psychological analysis by the members of the faculty in a kindly way, but nevertheless severe and exacting.

He is encouraged to reveal himself, weaknesses and all, in the most frank way. He is strongly urged to do this on the

principle that if the blind lead the blind both will fall into the ditch.

The student is always approached as a teacher. For instance, if he can not solve the problem he has undertaken, say in arithmetic, the interest in the recitation where he makes his confession is not in how the example is to be worked, but what is wrong with him that he has failed. His classmates are encouraged to find out the trouble through teaching questions. When the wrong is righted the pupil works the troublesome example without further aid outside of his own activity. Thus from the moment he enters the school he is in an atmosphere pregnant with opportunities for professional development.

Here he meets with certain standards which, on account of their simplicity, have great ethical value.

He knows when he ought to pass and when not, because of the development of the power of self-criticism under these simple standards in subjects whose content he must personally master.

To illustrate: The pupil who misspells frequently words found in the first and second readers can not receive a rating higher than forty per cent; if he misspells words belonging to the third and fourth reader vocabulary he cannot be rated higher than sixty per cent and to secure the minimum for passing—which is eighty per cent—he must spell the necessary vocabulary for the treatment of the subjects in the course of study. To secure the standing of one hundred per cent of the standard he must clear in all the foregoing and must impress the faculty with an active intolerance of misspelled words everywhere.

There are similar standards for everyday English, for penmanship and for manuscripts. The school offers no special classes for these subjects. Students help each other. The ratings in these subjects together with the names of the students are placed upon a bulletin board in the public office of the school.

The student under such standards grows rapidly in self-criticism.

He soon gets the habit and no longer is influenced by the mere pain of a low standing publicly exhibited, although, of course, it is there any time it should be needed.

Under this plan the student seeks the teacher, asking how he may be able to overcome his limitations and he is never sent empty-handed away. He meets a warm friend when he comes. He also meets a very strict analysis, at the same time, and he is told things that seem to awaken him to a different appreciation of things, especially to the fact that he is so much better known than he had reason to expect.

There are no rules in this school except those of the pupil's own making. These are severe enough, often too severe. The rules for night study, for recreation and for sociability are made by the individual pupil for his own obedience. The character of these are known to the faculty through the careful analysis of the pupil, his own reports about them and by the fruit they bear. Through these and many other means, professional intimacy is carried to a refined degree.

#### Expression the Central Criterion

The passing in the subjects of the course is secured under standards none the less definite than in those of self-criticism.

In arithmetic for instance, pupils are not passed by some written examination where a set of questions are given, the answers of which determine the standing. In fact all the written work put together will amount to only one-third of the passing mark. But the teacher will often tell them, "Whenever you can satisfy me that you can think your way through any example in arithmetic I shall be happy to pass you with an excellent standing." So in all other branches.

The instruction consists in teaching what one must do to think in the particular subject. How definitions must rise from descriptions, how principles set forth the general nature of things and how rules contain the description of the common actions in a process.

The great central criterion of the school in judging of the pupil's condition at any time is expression. He is given every op-

portunity to express. To this end there are many little spreads, parties, receptions, meetings and clubs.

The school has a lyceum to which seventy-five per cent of its members belong. It has a girls' social purity club that meets once a week with the lady members of the faculty for a half an hour at which any question will be answered that a girl wishes to ask or that is dropped into the question box. There is a similar club for the boys that meets with the principal for the same purpose. Here such a degree of modesty is maintained that no subject of vital importance need be passed without due consideration.

In all these many ways in which expression is called forth, technical accuracy is never allowed to interfere with the freedom of manifestation.

"Never mind the mispronounced words now but say what you wish to say" is the frequent advice of the faculty member. As facility and confidence grow, the right forms of expression are gradually demanded under the standards of the school.

The pupil talks, draws, sings, gestures, paints, makes, marches, dances, writes, orates, describes, explains on every hand.

The member of the faculty suggests, guides, encourages, commends, analyzes, estimates, observes, stimulates, enthruses, loves, smiles in the true sense of the word and holds strictly up to the required standards. Freedom is everywhere and yet the self-imposed discipline is very strict, too strict at times.

Students and faculty work hard but are happy. Love is everywhere and happy faces abound.

There are more smiles to the hour than in any other school known.

It is a school of thinkers, earnest, loyal, devoted.

It is a hive of industry. Recess and working hours are known only by the program.

The days are long but full of labor that does not tire.

It is life at its best.

It is like a great family under one dominating idea of growing to the best fitness possible to each individual.

The school has been in operation ten years and has graduated over three hundred

people but has never pronounced a valedictory, never said farewell to a single student.

The school has a large and very active alumni association each member of which has learned to look upon the school as the professional home where he can come for sympathy and help as the problems of the field get too exacting for him.

#### How Love Begets Power

The students love their school. They feel it is their own. They dust the seats, care for the furniture, and preserve the building and apparatus clean and without scratch. No vandalism can thrive in such an atmosphere. Their welfare committee looks after the building and pupils who are ill or who fail to appear at morning roll.

Two years in this school show a wonderful development in mind and heart. The bodies grow graceful under the gymnasium and other athletic work.

Perhaps in this school as in no other is it shown that "perfect love casteth out fear." Faces that show timidity when they come show courage and fearlessness long before graduation day.

Here the student learns the philosophy of personal suffering for a worthy cause. In the senior themes, in the recitation before the class, in the cross fire of questioning criticism in the speech before the school on some public occasion, in the practice teaching, in the story told in language, in the summaries of the previous day's work, the blush of self-consciousness gives way to tears, and tears are dried up in the joy of conscious victory over the limitations of self.

Loyalty and the love for the school are shown in some striking examples. One pupil broke her arm above the elbow and would not miss a single day of school but carried the fractured member to and from recitations in a sling and kept up her little practice class besides.

Another with a shattered elbow said it was far pleasanter to be at school than at home and so never missed a day.

Still others whose eyes had to be treated still remained in school though they could only hear what was going on.

The days of graduation are sad ones, for few wish to leave.

One pupil said good-bye to the principal ten times the day after school closed. It was on the day after the commencement when he holds a sort of informal reception, when he sits in his office and hears some pupil say, "It was just two years ago when I came here. I was so scared and so timid. I sat right over there. It is so different today. This school has done so much for me. Oh, how I love it!" Then sobs would come and he would have to go out and joke self-control back into the citadel.

#### The Personality That Gives the School Its Character

The faculty of this interesting school is headed by G. L. Bowman, principal, a man who has not come up through the institutions but who worked his way along the road by diligent effort assisted by private tutors at irregular intervals. He is a man who believes love is a greater force than hate, that a smile will do more than a frown, that people will be good if they are young and have a chance, that the positive good in the soul will cast out the devil of negative and that teaching in all its phases is worth while. He is loved by children and men, worshipped by his pupils and holds in a warm heart the friendship of his associates.

With him are Miss Elizabeth Allen who has been with the school since its inception, Miss Nora Murley who has been in the school four years and Miss Elizabeth Mackay who was added a year ago.

No man has had a more appreciative corps of assistants, more able to carry out the peculiar philosophy of the school, more enthusiastic in taking initiative or more willing to work than the three noble women that loyally support Mr. Bowman in his interesting school. Miss Allen has contributed very largely to the various lines in the unique philosophy that governs the work of the school, a philosophy which is as old as the world and yet so inadequately applied.

It is no wonder that the school has been visited by every civilized nation on the globe through its representative sent out by the government. Nearly every state superintendent in the United States has inspected the school, many college presidents and others interested in educational

initiative. One and all give it enthusiastic praise.

The school is not a large one, enrolling not more than one hundred different pupils a year, and graduating on the average a few over thirty people. It is to supply the demand for teachers in the rural schools of Dunn county, three-fourths of which schools are in the hands of its graduates now. Entrance in the school is obtained largely through a competitive examination, as the school can not accommodate near all who would like to attend. When twenty seats

are vacant, forty or more applications are sent in for them.

The influence such a school has upon the rural communities, upon the lives of the children coming under the teaching of workers developed in such an atmosphere as this school furnishes can never be measured. Such a school is worth while in any community. The only regret is that there are not more of them directed and controlled by such men and women as work so effectively in the Dunn County Training School for Teachers.

## A City's Creed

By THOMAS DREIER

*It is something new for a city to have a creed. But why not, when it is like the one here reprinted? The city is but a business institution in which all citizens are stockholders. Like any other corporation, it has its officers and board of directors. It has its profits and its losses, its assessments and its dividends. Furthermore, upon its prosperity depends the prosperity of every business firm and every individual within its limits. Upon the wise administration of its affairs depend not only the poverty or wealth of its stockholders, but also their health and life itself. So a simple declaration of principles which will be the inspiration and harmonizing of all the citizens is a help toward that ideal city of our dreams. Substitute the name of the city in which you hold stock for Pittsfield, then memorize the creed, live up to it, and preach it to others.—Editor's Note.*

**I** BELIEVE in the Pittsfield of today, and in the glorious spirit of its men and its women that will build the greater Pittsfield of tomorrow. I believe that what Pericles did in Athens with the labor of slaves, will be done in the Pittsfield of tomorrow with the loving labor of free men. I believe in the beauty packed into the hills, the streams and the lakes, and in the power of the workers of Pittsfield to send this beauty out into the world in products of service. I believe in the great plans born of the union of men of initiative, of foresight, of civic patriotism, for the development of the city. But greater faith have I in the dreams of those visionaries who in the distance see the Pittsfield that is to be.

I believe in Pittsfield for what it is today, but more do I believe in what it aspires to be. I believe that in Pittsfield are the leaders of genius, of strength of character, of breadth of vision, of keenness of mind, of power of will, of indomitable optimism, of unswerving faith—men who have incarnate the spirit of a modern Moses to lead the workers into the Promised Land of a Greater Tomorrow. Great faith have I in the power of those silent men and women working in Pittsfield shops and factories and in their ability to materialize the dreams of those constructives at the desks. In the ability of those dreamers to dream Quality Dreams and in the training and desire of those who labor with the hands to do Quality Work.

And I am resolved that I am today—and will continue to be tomorrow and during all the other days around the bend—an efficient worker for the development of Pittsfield. That I will observe the rules of the great Game of Life, obey the Law of Harmony which demands that I work hand in hand and heart with heart with my fellows, and ever will I remember that that which I do for my city I do for myself, and that never can I serve others without earning greater profit for myself. And every day I shall so live and so serve that when I have slipped away for the Long Rest my fellow-workers will march even more bravely toward the Goal of Perfection, and my great hope is that they shall ever look upon me as a Master Servant.

# How I Should Make Application for a Position as Salesman : *by* H. P. Wartman

*Some Pertinent Suggestions for the Aspiring Candidate for a Sales Job, by the Assistant Sales Manager of Campbell's Soups*

**W**ERE I applying for a position as salesman, I think I should go about it in this way. Before leaving home I should be certain that my shirt, cuffs and collar were scrupulously clean, my necktie properly adjusted and my shoes polished. Also if I had time and my tailor were not conveniently near, I think I should use a hot iron on my clothing. If, when I shaved, I should find that my hair were curling up a little over my neck and ears, I would call on a barber before the interview. Possibly I might learn later that I need not have observed all these trivialities (?), but having heard and read that most employers are cranks on the subject of personal neatness in salesmen, I should be afraid to take a chance.

Meanwhile I should have communed with myself thusly; "were I employing a salesman, I should want to know what he had accomplished, or lacking experience, what he thought he could do, and why, and being a busy man whose time has a monetary value, I should want him to tell his story well but briefly," and while waiting to be ushered into the presence of the august personage who would probably size me up (and down) and delight in finding some flaw in my statements (not for the purpose of reminding me of it, however), I should take a final look at the memorandum I had previously prepared covering the points I thought would be of particular interest to him in his business.

I'm quite sure I shouldn't offer to shake hands, but should he, I should give him a firm, hearty grip, tell him my name and the reason for my call and await my cue.

I am also certain I shouldn't interrupt him until he had quite finished what he had to say, but, given the word, I should look him squarely in the eye and tell my story as if my very life and future happiness depended upon convincing him.

I might lack experience and other qualifications which he might consider essential

but I should make my earnestness so strong that were he deaf he could read it in my face, or blind, in my voice.

While going the limit on my fitness for the position I should be careful to make no assertion or claim that could not be borne out later by investigation or service.

Should he ask if I used liquor, I shouldn't feel offended even if I wore a white ribbon inside my vest—knowing this to be another of those absurdities (?) that employers inquire into—and if I did use it I should tell him so frankly and to what extent because rum has a most annoying habit of making its presence known at unexpected moments through the medium of the breath and perhaps some future day, after I had left his office, he might suddenly look in the dictionary for the meaning of the word "temperance" or "abstinence."

If in the past I should have been so unfortunate as to let liquor get the better of me, I could speak the truth without mentioning the deplorable occurrence (or occurrences) for the reason that as soon as I had decided to apply for the position, I made a solemn vow to cut it out at once and forever and I meant to keep to the letter of that resolution though the Heavens fell.

I think that if I had a wife, children, mother or sisters who looked to me for support, I should mention the fact as a further reason why I could not afford to do other than strive to my utmost to be successful—avoiding any semblance of seeming to enlist his sympathy because of my responsibilities.

I should keep my ear cocked for pitfalls into which I might unexpectedly flounder, for some employers, wise in their way, have a practice of voicing opinions seemingly their own, but not, lest I find myself approving of something contrary to my own belief and better judgment.



If I found my prospective buyer inclined to be garrulous, I should rejoice thereat—being awake to the value of the closed mouth and wise look.

If I were long on tact, I should use it to the utmost in trying to pin him down to a positive statement, and if unable to land the job then and there, get him to give me a second interview and name the hour, and right on the minute I should be there well fortified with further good and sufficient reasons why he should employ *me*, and if finally I failed, I should thank him for the time he had given me, leave my permanent address (in case he should acquire a change of heart) and, though my own heart were breaking, bid him a cheery good day just

to give him an idea of how I might have handled myself after an unproductive interview with one of his own customers.

I have both sold my services and acted as buyer of those offered, and, believe me, neither is an easy game to play.

Perhaps some lad may be helped by my observations as above expressed; perhaps some genius will be good enough to tell us how to pick a winner every time, for alas, things are not always what they seem, and in the taking on of salesmen, sometimes all signs fail, even with the Sheldon recipe, for good though it be, it is not infallible, whereat, if it were, we should all marvel much.

## Salaries Should be Based Upon Profits

By JONES T. TEMPLETON

**I** WANT to say a few words upon a subject that I believe will appeal to a retail salesman, as well as a merchant, for the reason that their interests are mutual and the salesman cannot hope for an increase in salary unless, by his efforts, he can make his company more money from year to year.

I believe a merchant does both himself and his salesmen an injustice when he bases his salesmen's salaries upon their gross sales instead of the amount of profit each individual salesman has to his credit at the end of the month or the year.

For a number of reasons it is not good business to mark every thing in your house at a certain per cent of profit. You have a number of articles that are considered leaders and must be sold at a very close margin, while on the other lines, of which you have the exclusive sale, you are able to secure sufficient profit to make up for your loss on the leaders, provided your sales force will sell the better goods.

I have given this subject a great deal of thought, have discussed it with several prominent merchants, and the experience of almost every one is that a retail salesman when his pay is based upon his gross sales will strive to sell as many goods as possible, regardless of whether or not they are

profitable. In my opinion it would be much better to base a retail salesman's salary upon the profit he shows and encourage him to sell the profitable goods instead of trying to increase the volume of his sales by pushing the medium or low priced goods which are leaders and in many cases represent an actual loss.

I am a great believer in what is known as the giving of premiums. It increases the earning capacity of both the merchant and his retail salesmen, and at the same time encourages the salesmen to sell the goods that will be the best advertisements for the house and will give the best satisfaction. If a retail salesman's salary is \$20.00 a week and by reason of the premiums he can increase it to \$30.00 I believe it will work to the interest of the company, as it will not only increase their net profit but will soon make known that a retail salesman can make a good salary in that particular house, therefore, the house will have the refusal of the best salesmen in their town and vicinity.

If you will give this matter some careful thought and decide to adopt this suggestion I believe you will find that your output of high grade goods will show a very perceptible increase, thereby increasing your profit.



**M**Y GOOD friend J. K. Turner of Cleveland, head of what is popularly called "The Turner System," a student of all that concerns humanity, a believer in education for efficiency and the only man who has earnestly set out to become the mediator between the forces of labor and capital, is firmly convinced that one of these days there will be an uprising in this country that will furnish scenes infinitely more horrible than those described in Jack London's "The Iron Heel."

Unless—

The broad-visioned men among the employers and among the employees invest themselves in a movement which shall result in giving to all workers what they earn and which will give all men work that will enable them to earn what is needed for food, raiment and shelter.

Mr. Turner excuses neither employer nor employee. He sees that both are ignorant. Only here and there are men big enough to see themselves as parts of a whole. Only here and there are men and women who truly see that which harms one harms all.

The thousands of unemployed, the millions of hungry and heavy-laden, are a blot upon our boasted civilization.

A business institution in which hundreds had no work to do and other hundreds were over-worked would be thought ill-managed. Nearly all men can understand the condition when you make the unit small enough.

But when you ask them to look upon this nation as a business institution their vision does not carry. And because they

cannot see the condition they deny its existence.

Turner is not all wise by any manner of means, any more than is any other single individual. But he realizes that one palliative is the back-to-the-farm movement.

"If the unemployed in the city, who are suffering for the necessities of life," says Mr. Turner, "could be brought to farms suffering from improper and insufficient tillage and to farms now lying idle, a long step would be taken toward the solution of both the problem of the unemployed and the excessive cost of living."

He also believes that if it were ascertained through the departments of agriculture, commerce and labor how many acres of productive land is idle or only partially worked because of lack of labor, and, second, the number of unemployed in the congested cities and districts of this country, one would be found to balance the other.

Down at Westwood, Massachusetts, near Boston, George Elmer Littlefield and friends have purchased a seventy-five acre farm and have divided into acre plots. They live on the true co-operative basis and, so Littlefield tells me, have found more joy in life and more real reward than they ever found in the city. They know what it is to be tired from manual labor, but they also know the joys of literature, art, music and conversation. These men are thinkers as well as workers. They work the sunshine and the fresh air into themselves and produce good health.

Bolton Hall has written several books on the freedom one can get from getting acquainted with the riches of the soil.

More than one literary man of my acquaintance dreams of the time when he can break away from his desk part of the time and do some work afield.

The urge to get back to the soil is in the air. Men who think and read have it. Even J. K. Turner, who writes scraggly notes to me from hotels in New York, Boston and Godknowswhere, has bought a beautiful farm near Cleveland and threatens every little while to retire to it if trouble breaks out.

Oftentimes, in speeding along on a level with the second stories of tenements and flat-dwellings in Chicago and New York, I have looked down on the hundreds of thousands of folks living there in the smoke and dirt and noise of the elevated trains and wondered how many of them left the sunshiny, neighborly small towns and the farms with the idea that city life was next to heaven.

It would seem good business—from the standpoint of country building—to interest big men of brain and money in a national back-to-the-country movement. Let them try to unload millions of city folks onto the soil.

To dump the people back onto the soil would be foolish if the desire for the country was not first instilled into them. It would be foolish also if they were sent to the country there to work without the direction of trained farmers.

But trained farmers can be secured and people can be found to go back to the country if some great organizer would undertake the task of bringing the trained farmer, the untrained city dweller and the soil together. These three working together would flood the market with vegetables and grain and meat and fruits and flowers.

Many a man who is working like a slave at a machine or a desk in the city could, with the same application, earn a rich living in the country with proper supervision. Many a family that lives in a squalid, wind-riven, disease-producing tenement in the city, might have a sanitary home in the country or small town and none need be overworked and underfed.

Good business demands that the tide be turned back to the soil. Fortunes made in manufacturing have made the country folks

drunk with visions of city wealth and comfort. Manufacturing has reached a height. The reaction will come. Men with big ideas should help it come quickly and wisely. Let us help the millions—the millionaires are beyond our help. The millions of slaves we can help. The slaves of millions must help themselves for they are what Kipling would call, "the lesser breeds without the law."

J. K. Turner, Bolton Hall, G. E. Littlefield, The Little Landers near San Diego, California—all these are on the firing line of a new movement. They should be backed by brain and brawn.

*A teacher who can arouse a feeling for one single good action, for one single good poem, accomplishes more than he who fills our memory with rows on rows of natural objects, classified with name and form.—Goethe.*

SOME of the most successful people I know are without much money. It strikes me that too many of us think of the possessor of wealth and a money-making business as being a true success. One may have wealth and be a miserable failure.

#### **False Values**

The true success is first of all a true man. A real man is rich in his own right; the other kind has his riches in money.

Socrates was infinitely greater than Creosus, and I have a sort of an idea that John Burroughs and John Muir have more real happiness and more true enjoyment than John D. Rockefeller and the other slaves of millions.

I have seen big men, successful men, men with fame, at times when the chains of their slavery were too heavy for them and they broke down at their desks and asked, "What is the use of it all?" Then they would take up their burdens again and walk out and be greeted with the cheers and praise of the crowd that could never understand.

Every man and woman should read Stevenson's "An Apology for Idlers" at least once a month. It is far more desirable to be a good neighbor than to be the possessor of great wealth. One of the queer things I have discovered is that as much love and kindliness and sweetness can be found in the cottage as in the mansion.

# A Profitable Indictment—Are You One of the Guilty Retailers? : *by C. R. Lippmann*

**W**HY IS it that only a few out of every hundred business men really make money; and the rest simply a living?

Because the average business man isn't keen to study his business. He refuses to benefit by the experience of others, and resents outside suggestions.

How do lawyers make headway? They constantly keep in touch with what other lawyers are doing, with court proceedings, new judicial interpretations, etc.

How do doctors keep up to date? Every doctor gives his fellow doctors the benefit of his experience; reports "cases," new methods of treatment, etc. In turn, he receives the same assistance from all his colleagues. In fact, this is how the science of medicine has been built; by patiently reporting and investigating thousands and thousands of disease cases.

## The First Count

All engineering knowledge, with its wonderful and practical achievements in railroads, mines, shipping, sanitation, etc., has been obtained and built up by a systematic exchange, study and record of the experience of engineers, builders, merchants, chemists, mariners, miners, etc.

But come to the business man with advice or offers of help! Oh, no! That's impertinence. Does he not know enough to pay his rent and his help and his bills and his living? Doesn't he earn enough to keep the sheriff away? Doesn't that prove he knows his business? This armor-clad unprogressiveness keeps him just simmering along.

*Men's Wear*, a leading trade paper, said recently:

"The only reason he keeps on is because he does not know what else to do; he doesn't know how 'to let go.' That is why ninety-seven per cent of the retail clothiers are not making money, but just a living."

Says a monthly devoted to retail dry goods stores in small towns, where the mail order houses are encroaching more and more on the local retailers:

"For some years past, month after month, this trade paper has shouted that the retailer is selling pattern publications whose advertising columns are chiefly filled by mail order advertisers coaxing the trade away from the stores that furnish the magazine."

The remarkable feature is that the retailers do not heed these alarm clock talks, and yet wonder why they are losing trade and the mail order houses are gaining.

An automobile manufacturer with the thought of helping his dealers, sent them paid reply postal cards asking for some information—which he didn't get from most of them.

Here is a "heart throb" from a prominent shoe manufacturer, also constantly trying to help his trade:

"It seems to me that many retailers are lazy in business; they sit still and wait for customers to come; they don't push for business; they don't advertise, and it doesn't seem possible to rouse them to promote their own interests.

"Our concern offers all sorts of help in advertising; and yet we find it very difficult to get dealers to take and use to their own good what we offer.

What's the matter with retailers? Don't they care to grow? Don't they want to do anything for themselves?"

Here's a report from a stationery house:

## Why this Difference?

"It seemed almost impossible to infuse any enterprise or life into these store keepers in whose hands lies absolutely the future prosperity of the business. However, upon closer study of the conditions, the point which attracted attention was the wide difference and the volume of business done in the same class of stores.

"Two, one located in Cleveland, O., and another in Providence, R. I., in the same relative locations, and catering to the same class, were doing a totally different business. The two stationers were substantially alike, but one store was doing a business of \$300.00 and the other one of \$3,000.00.

This indicated purely that but few of these store keepers understand how to push their business."

The progressive *Master Sheet Metal Workers' Journal* reports that their Association, founded for the purpose of improving the business of its members and the trade in general, tried to organize a local branch in a certain town. Three sets of letters, each with return postage, were forwarded to each of the eighteen local establishments. To these letters not one answer was received! This sounds almost "too bad to be true."

In a way the business man is not altogether to blame. For this sort of "Business Study" is comparatively new.

Only recently was it realized that the fundamental principle, viz., the supplying of some human need for a just consideration, underlies every business, no matter

what line; so that the grocer can benefit by the experience of the hardware man, and the latter can learn from the dry goods merchant, etc.

That's why "Business Science" clubs have lately sprung into existence. Their members expect to make more money by studying more progressive business methods, in which advertising and sales study play an important part.

But we had better stop preaching now and get down to practice.

We'll make, and endeavor to keep up, the resolution of improving every day on yesterday's record. We're going to tack up before every desk that beautiful text:

"To rest content with achievements  
is the danger signal of decay."

We know it will pay us; not only in money, but it will also make us better, more efficient and happier.

## Wiselets for the Boss and the Bossed

By FRANK HERBERT OWENS

**P**EOPLE who get paid for only one half of what they do, in the end, do only one half of what they get paid for doing.

Offered in reply to:

"People who never do any more than they get paid for, never get paid for any more than they do."—*Elbert Hubbard*.

The poor man works while the rich man sleeps. The rich man works while the poor man sleeps. Both will sleep at the same time some day.

Advertising pays. Good advertising pays better.

Truth is the only foundation on which successful advertising can be built.

Keep your "ads" as free from misleading statements as you would your name from shame.

What you advertise, sell, and advertise what you sell.

Too much economy has ruined many an advertisement.

Opportunity sleeps at no man's door.

Don't push the other fellow down, boost yourself.

Let each ending day find you wiser.

One peep on the sunny side is worth a dozen good looks on the other side.

Action must follow thought, else thought availeth little.

Wisdom is not born, it is attained.

Salesmanship consists of more than good clothes and a loose tongue.

Exchange goods as cheerfully as you sell them.

Pull may help—push will.

Decide what you want to be, then start to be it.

Ambition gets there.

Shun the idler when working for success.

Ambition and education go hand in hand.

If you think you know more than the boss, prove it, then you'll be boss.

# Salary Better Than Commission as a Basis for Paying Salesmen : *by* John C. Winston

*This is the report of an address delivered before The Business Science Club, of Philadelphia, Pennsylvania, by John C. Winston, head of John C. Winston Publishing Company and chairman of the Citizen's Committee of Seventy of that city.. In it Mr. Winston discusses the vexed question as to the best basis for the compensation of salesmen in a sane, simple, and convincing manner. Does anyone wish to take the other side of the question? If so, these columns are open to him.—Editor's Note.*

**T**HE QUESTION as to whether commercial travelers should be employed on salary or on commission does not in my judgment involve any established law or principle. In other words, it is not a scientific question.

It may be laid down as a general truth that in the relations between employer and employee even and exact justice shall be done. The salesman and his employer should each receive his fair share of the results of the business obtained, and the arguments for employing salesmen on commission are based upon the assumption that by this means you arrive more accurately at the amount which the employer can afford to pay for the sale of his goods and at the same time determine more accurately what the salesman earns.

If it were true that this was the only means of making an equitable division of the profit, then it would follow as a scientific fact that salesmen should be employed exclusively on commission, or, in other words, that salesmen should become in a sense partners in the business and share in its risks and profits.

## The Real Question

The salesman's capital consists in himself, and the theory is that if he risks his time and devotes his energy to securing the business, he should receive an equitable share of the profits as a matter of justice to himself. On the other hand, the employer, who has his money invested in the business and must pay the cost of the goods he sells, should receive an equitable return. But this is all so axiomatic as to be a mere commonplace statement.

The real question involved in this discussion is whether by means of salary or

by commission you can best make an equitable division of the proceeds of business. In answer to this, I doubt if any invariable rule can be laid down. In other words, no principle of science or morals is violated whichever way you attempt to arrive at the desired result.

The only general principle that can be laid down is that an honest effort shall be made to make a fair division of the proceeds and at the same time secure the best results.

The circumstances of the individual and the business are so varied as to make it impossible to lay down any general law. All that seems to me profitable, therefore, to this inquiry is to call attention to certain advantages of employing travelers on salary.

When a traveler is employed on commission, I know of no possible way by which the rate of his commission shall be so definitely determined in advance as to make sure that he gets neither more nor less than he is entitled to, so that no principle is violated by attempting to arrive at his proper pay by means of a salary. The salary method has many distinct advantages aside from the mere matter of a division of the proceeds.

## The Salesman's Standpoint

Considered from the standpoint of the traveler, it is usually more satisfactory to him to have a fixed income. He is usually a man dependent upon his weekly earnings to meet his weekly living expenses, and even if employed on commission, he would usually have to have part of it advanced.

For a man to do his best work, he should have his mind relieved as to the wants of his family.

But I presume that this question was proposed from the standpoint of the employer and that the question really is as to which method will secure the best results to him.

In discussing this I wish to limit the consideration of the matter to what is ordinarily understood by commercial travelers for established business houses, such as dry goods, groceries, stationery, books, etc.

A house established in any of these general lines of merchandise has a certain established trade or clientele, which has grown up as the result of years of service to certain customers. In other words, the house has established a certain reputation for its goods and has established relations with certain buyers and consumers. Such a house nevertheless finds it necessary and profitable to send a representative to these customers periodically. Such a representative should be a loyal and enthusiastic believer in his house and as far as possible feel that he is a part of it. He could not properly perform his functions if he were a mere commission salesman, and it would be extremely difficult to determine what commission such a man should receive.

#### The Customer's Standpoint

The first point, therefore, that I would make is that the house which sends out a salaried salesman indicates that it has a certain established trade and that it has confidence in its goods, that it values the trade of its customer enough to send a representative at its own expense.

The customer is not made to feel that he is paying the traveler himself by giving him a part of what he is charged for the goods. The regular salaried man serves to keep up better relations between the purchaser and the seller and he has an entirely different standing with the buyer from a man who is simply sent out to skirmish around for new business.

The second advantage that I would urge for employing travelers on salary rather than commission is, that you thereby secure better control of your business.

The employer who has established a sufficiently large business to justify the employment of travelers is supposed to know better than his travelers how the business should be conducted; what territory should

be covered, and how often; how large a line of samples he should carry; how much expense should be incurred. If your traveler is a mere commission man, you are unable to determine these matters, even though you reserve the right to. The commission man will claim the right to think and act for himself. If he thinks it doubtful whether it would pay to go to a certain town a little off his route, he may not go and your business may suffer.

It is a well-known fact that the best salesman, whether he be on commission or on salary, is the man who conscientiously covers his territory. Many a good order has been secured where you thought it hardly worth while to call, and the commission man does not generally make such calls. He does not want to take the chance.

On the other hand, the employer, who has a larger experience and a larger capital, is willing to risk the expense of a call, and in the end better results are obtained by this conscientious, thorough method of work, which can only be secured by men employed on salary and therefore under control.

#### Giving Incentive to Effort

Another theory about employing men on commission is that it will furnish an incentive to extra effort on the part of the salesman. But whatever there may be in this can be secured equally well by treating the salesman with absolute fairness as to his salary.

A house which establishes a reputation for paying men liberally and advancing them according to their success and experience will obtain the best men available. The best men would always rather work in this way. They know they will be taken care of during dull seasons and bad years, and they know that their salary will be advanced when they deserve it, and they feel under a much greater obligation to the house that takes care of them in this way than they do to a house that merely pays them a commission.

It would be foolish policy for both salesman and employer to attempt to vary the salary each year according to the amount of business done, or frequently to raise or lower the salary. That would have the

same objections that apply to commission. It carries with it the feeling of uncertainty and lack of confidence.

It may be said that the best plan is to secure regular work by paying a moderate salary, enough for the traveler to live on, and then offer him an additional incentive by giving him a commission in addition to his salary. The purpose of this, I think, can be better obtained by establishing a feeling of confidence between employer and employee by the occasional and very exceptional payment of a special bonus when exceptional results have been obtained or exceptionally hard work has been done.

One great objection to the payment of a commission of any kind either in addition to the salary or as the exclusive method of payment is that it opens a wide door for misunderstanding and dispute. Either you must pay a man a commission on the actual orders he secures or, as he generally prefers, you must pay him a commission on all orders received in certain territory. If your contract provides for the former, then the salesman is sure to complain that you have secured business from his territory which he was instrumental in working up, even though he did not get the order himself. If, on the other hand, he is paid a commission on business from a certain territory, circumstances are likely to arise to render this method of settlement very unequitable.

For example, I knew of a house which agreed to pay a salesman in addition to his regular salary a commission on all business secured in a certain territory above a specified amount. The contract ran for a number of years. A year or two after the contract was made, the house bought out another firm and entered upon an entirely additional line of business, thus securing a very large trade in this salesman's territory with which this salesman had nothing whatever to do. According to the contract, however, the salesman could claim and did claim and receive a bonus based upon this new purchase.

In my own experience, I have employed men on both salary and commission. I have rarely ever made a commission contract which in the end proved satisfactory to either party. On the other hand, I have

never had any serious difficulty in arriving at a satisfactory salary and have had much pleasanter relations and better results from men employed on salary than on commission.

I take far greater interest in men that I know I have to pay. I do more to help them and keep in closer touch with them. They keep me in closer touch with my trade.

I make some use of commission men, but I scarcely look upon them as regular employes. They do not feel themselves to be on the same footing with men regularly employed on salary. In other words, a commission man can scarcely be considered an employe at all.

So I would say without hesitation that for an established house doing an established line of business, the only method is to employ its travelers on a fixed salary.

### The Call of the Soil

By John S. Hughes

THE SOIL is calling you today. It is your inheritance . . . as truly as is the crisp, fresh air of the morning, or the cool, pure water of the mountain stream.

The soil is calling you back to Nature; it bids you leave the crowded city streets, the dull drudgery at desk, the nerve-racking drill of the schoolroom, the soul-wear of business strife. It bids you leave these for the freedom of the open air and for the joy of independence.

It does not call you to farm or ranch, where labor begins with a lantern and ends with fatigue; it calls you to the scent of orchard blooms in spring and perfect fruits in the autumn, a thankful heart; to ease, and plenty, and comfort.

These are yours. You have only to answer the call.

### Essentials for Ad Writing

By W. N. Hull

1. All the facts concerning the thing advertised.
2. A vivid imagination kept within the border-line of fact.
3. A comprehensive command of the language in which the ad is written.
4. The eye-catcher of illustration.



# Teaching Educational Salesmanship in Department Stores : *by* Elizabeth Bishop

**T**HE DEPARTMENT stores of this era are awake to the fact that the buying public is fast becoming an educated public as to values and service, and keen as to the stores deserving confidence.

In order to give the public what they demand—attention, service and value—it has been necessary to train the selling forces, so that they will be able to meet all requirements, intelligently and courteously.

An instructor of Educational Salesmanship has been instituted in many of the large stores throughout the country, to build up efficiency in the sales force.

During the last twenty years, Educational Salesmanship has been tried with many methods, such as giving circulars to the salespeople outlining how to become efficient, also lectures after business hours when everybody was anxious to hurry home or too tired to listen to the speaker.

## **The Beginning of the Movement**

John Wanamaker of New York, the pioneer of the department store idea, was the first employer to realize how important it was to have an instructor of salesmanship as part of his executive force.

The man who made the department store a success was watched by other stores throughout the country, and after overcoming the prejudice and insensibility of those whose help was most needed, William Corbion proved that the selling of goods at retail could be done scientifically. Arthur Frederick Sheldon gave to the world the science of salesmanship in an organized and broadly inclusive form.

Gilchrist Company of Boston, an establishment always interested in new ideas, decided six months ago, that an instructor of salesmanship was needed. It is my good fortune to be the instructor.

In mapping out my work I decided that the most important thing to start with was the salesbook, and all forms of transactions pertaining to a sale.

In illustration, I used a large piece of card-board on which was pasted a sample copy of every form of sale, showing where the salesperson's responsibility ended and the floor manager's began.

We found this form of instruction very effective around the holidays, especially with the extras who come in at the busy season. The instruction they received made them better fitted to meet all requirements.

Classes are held from nine to ten o'clock on Tuesday, Wednesday, Thursday, and Friday mornings in the recreation room.

A list is sent to each floor manager with the names of the people in his department and the day they are to come.

A new topic is scheduled for every two weeks, figuring that classes from thirty-five to forty a day will cover the sales force in the eight days given to the subject.

## **The Results Gained and Expected**

The lectures to date have been relative to "Care of Stock," "Service to the Customer," "Suggestive Salesmanship," "Salesmanship A Science," and topics pertaining to "Efficiency in Business."

The subject of this week is to prove that a salesperson who is willing to believe that by hard work done intelligently, selling can become a science, and thereby raise the wage in the department stores to such an extent that grammar and high school graduates, instead of flocking to offices, where the work is often mechanical, will apply to the department stores where a vocation will be found for them. There by their willingness to work and absorb knowledge, splendid opportunities await them as buyers and eventually merchandise managers.

The department stores minus the tired-looking, gum-chewing, just-a-place-to-kill-time-in, (in anticipation of salary on Saturday) salesperson, will be a thing of the past, and the future of a perfect store run on scientific plans assured. "The test of education is the *use* to which knowledge is put, or, the test is the kind of person education makes of you."

# Professional Training for Business Men by W. F. Hotchkiss and A. H. Wilde

*From Addresses Delivered Before the Ways and Means Committee of The Chicago Association of Commerce—Reported by "Chicago Commerce."*

*In June, 1908, sixty business men from among the members of the Chicago Association of Commerce, the Illinois Society of Certified Accountants, and the Industrial Club of Chicago organized a school of commerce in connection with Northwestern University, and assumed the responsibility for the school during the first three years of its existence. Here we give some significant excerpts from addresses delivered by Willard E. Hotchkiss, Dean of this school, and Professor Arthur H. Wilde, assistant to the president of the University, after the school had been in successful operation for a year. They show how widely has spread the idea that business is a profession, based upon a science—and that science one which should be taught in schools and universities. Verily, the movement for better things in business grows with geometrical progression.*

## Dean Hotchkiss' Address

THE SCHOOL of commerce is a result of the 'get-together' spirit which has so notably characterized The Chicago Association of Commerce. It was through the co-operation of The Association of Commerce with Northwestern university, and other organizations in the city, that the school was established.

"The work of a school of this kind is two-fold. In the first place it is to collect and systematize the experience derived from actual practice and put it into form for presentation. In the second, to promote the development of better methods of business, more accurate thought upon business subjects and, in general, higher standards of business efficiency.

"The opening of such a school merely symbolizes what many business men have long recognized to be the essentially professional character of modern business.

"Business education today is where education in law and medicine was a generation ago, and, for that reason, a great deal has been done in laying the foundation of a curriculum.

"In harmony with the general tendency toward specialization in other lines, the teaching of business subjects is also a specialty and, for that reason, the task of systematizing and reducing to teachable form the mass of material offered by the business activities of the city and nation largely rests upon the university teacher.

"It is necessary, however, for the teachers to depend for their subject-matter upon men who, from their experience, are in a position to speak with authority upon the special lines of business which they represent. These men moreover can be and are of great assistance in filling in the courses with lectures in their particular fields.

"The work of the school at present given is calculated for men who are employed during the day, but it is contemplated that a course for young men who will devote their whole time to study will soon be inaugurated, and, the installation of such a course in our university will tend to supply what the courses in many of our universities have heretofore lacked, namely, a specific aim.

"The fact that culture has been differentiated from preparation for life is responsible, in large measure, for the shortcomings of our universities in preparing men for the work they will have to do.

## Germany's Example

"I believe it is peculiarly appropriate while on this subject to call attention to the parallel significance of the industrial progress of the United States and Germany during the last generation.

"Germany has to her credit practically all of the achievements in business of which we are so justly proud, and she has been able to accomplish this result with a remarkably meager equipment in national resources.

"It is well for us to remember that we have had prosperity thrust upon us, but the time is coming when business organiza-

tion and business methods must take careful account, to a larger and larger extent, of the efficient utilization of our resources. This question will occupy a very large place in the business education of the future."

#### From the Address of Prof. Wilde

"The argument in favor of a school of commerce is very strong.

"We want what has given Germany her great commercial success, the science of business.

"We have the science of medicine, the science of law, and numerous other sciences, but we have been very slow in recognizing the science of business.

"You business men want young men to come into your places of business and learn from the ground up. We aim to save you time in that process.

"A graduate of an engineering school may not be of much practical value in the engineering field when he starts out, but if he has had the right training, he has the capacity for value which the untrained man does not possess, which is an invaluable aid in attaining success; but we have little patience with the average college graduate who emanates the impression that he has learnt all there is to learn.

#### Place for School of Commerce

"There are three cities which seem to me to be logically adapted for maintaining schools of commerce, namely: New York, Chicago and Seattle, but New York, while the financial center of the country, does not possess all the qualifications necessary to maintain a successful school of commerce. New York is too speculative and too provincial; it is too largely imbued with the idea that it knows it all. Seattle has progressed and pushed ahead at such a tremendous pace that her attitude of mind is not just right at the present time for the best development of educational principles and methods. Chicago really offers the most favorable opportunities for such an institution.

"I wish to read you a brief quotation from 'Business and Education,' by Mr. F. A. Vanderlip, vice president of the National City Bank of New York. He says:

"If the people of the United States are to make the most of their opportunities,

they must employ the most effective methods.

"In a university course of higher commercial training much can be taught that can be of national value in the development of these opportunities. These schools of commerce, it seems to be, should be attached to universities. The training they offer should be in addition to the general university training. I believe there is a trend in the educational development today that is in that direction, and that the results that will follow such a development will be of enormous value."

"We should have university business education, for the reason that commerce or business is just as much a profession as law or medicine, and just as our universities have departments of law and medicine, so should they have departments or schools of commerce.

#### Chicago's Opportunity

"We have the opportunity of a quarter of a century to make Chicago known as the recognized center of commercial education. Her business is established on a secure and solid basis surpassed by no other city in the world today. (Applause.)

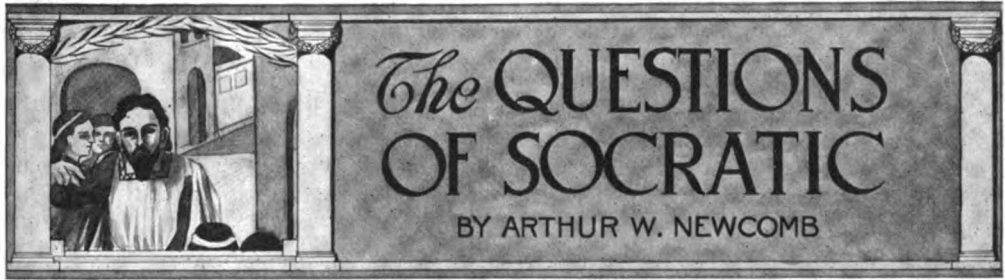
"I should like to see a school of commerce established whose curriculum embraced not only the modern languages, such as French, Spanish and German, but the Oriental languages and customs, so that the young man going to China or Japan may possess some knowledge of the languages and customs of those peoples."

#### Something to Learn

By L. B. Trowbridge

There is something to learn at every turn,  
 Something you do not know.  
 There is something to hear with open ear  
 That will make you wiser grow.  
 There is something to see, if alert you be,  
 That you never saw before.  
 There is much to lay in your mind away  
 To keep for future store.

There is something to spurn that you need not learn,  
 That will give you nought but pain.  
 There is much to leave that you should not receive  
 Into your eyes or brain.  
 There is something to learn at every turn,  
 Something of good or ill;  
 But the man who can choose and also refuse,  
 Is the one that climbs the hill.



### Pejor Becomes a Capitalist

**N**OW THE rest of it is for Pejor." Wiggins was exhaling joy and kindness as a full blown rose exhales beauty and fragrance.

"I'm glad I thought of him," he went on, sniffing the carnation in his buttonhole. "He's been doing well lately, and ought to be fixed to get in on this twenty-five shares. And the two hundred and fifty a year will be a great help to him. He's due in from his trip now, and I'll just save this wind-fall for him."

That was just like Wiggins, who was a fine fellow at heart, despite some crudities of thought and manner.

Sure enough, Pejor dropped into the office that very afternoon.

And Wiggins opened up on him the minute the homecoming salesman gave his happy high sign.

"Pejor, I've got a snap for you. Best thing that has been offered in San Diego for a dog's age."

Pejor looked pleased but dubious.

"Oh, this is no wild-cat scheme like that one of Dubheimer's," Wiggins exulted. "Just wait until you have heard about it."

Pejor said he'd listen, but wanted it understood that he had all the life insurance he could carry.

"Bad guess, my boy!" condescended Wiggins. "Now just pay attention. You heard, of course, how Pascoe's old folly of a mine suddenly showed a streak that was so rich that they had to take the gold out with a spoon. Well—"

"No, I don't care for any mining stock today, thank you," interrupted Pejor. "How's the rowing club forming up for the regatta, Wiggins?"

"Now don't get your nose in a blaze," soothed Wiggins. "Just keep cool until you have heard my story. Pascoe wants to get machinery on that mine this very minute. He could sell some stock in the mine and buy the machinery, of course, but he wants to keep the whole thing for himself, and I don't blame him. It's going to make him a millionaire. So he is turning everything he can into cash, even at a big sacrifice.

"Among other holdings, he had a hundred shares of stock in the San Diego & Southwestern Interurban, worth a hundred dollars a share of any man's money. He could get that for them, too, if he would only wait a few months, because those of us on the inside know that this line is to be absorbed by the Bartholomew interests, and Bartholomew stock issued to the S. D. & S-W. stockholders share for share. And everybody knows that the Bartholomew stock always swims several points above par, and never fails of its ten per cent dividend. You know the S. D. & S-W. stock was never peddled out to the general public, but was all taken by the inside financial ring. See the point, don't you?"

Pejor admitted that he did, although I could see that he wasn't getting very much excited about it.

### The "Good Thing"

"Well then, listen to this: in order to get in the cash right away, Pascoe turned that whole block of a hundred shares over to me at forty cents on the dollar! That's just what he paid for it. I didn't have but two thousand dollars loose, so I took fifty shares and agreed to place the rest with some of my friends. I do not get a cent of commission on this, but I want to

see you in on a mighty good thing. Socratic took twenty-five shares and wanted the other twenty-five, but I saved them for you. They will cost you only a thousand dollars, and the yearly dividend, after the merger, will be two hundred and fifty dollars. Won't that come in handy?"

Pejor's face was a study. He looked happy. He looked grief-stricken. He looked embarrassed. For a little while he said nothing. Wiggins waited, puzzled.

#### Pejor's Weak Finances

"I simply can't tell you how much I appreciate your kindness, Wiggins," he finally choked out, "and I'm flattered to think that you had any idea I could put my hands on a thousand dollars. Makes me feel like a magnate. I can see that this is simply a gift of fifteen hundred dollars, invested where no one but a favorite of the financial gods could put it. But it's out of the question for me. I haven't got the cash, that's the tragic truth."

Wiggins wilted a little, looking more puzzled than ever. Then he brightened his face and went on, almost as gushing as before.

"Go out and borrow it then. Your salary is big, now, and you can easily pay it back. Man, this chance is one you won't get again in a lifetime!"

"No, I couldn't do that, Wiggins, I'm afraid. Even if my credit were so magnanimous, I don't know when I could ever pay it back. The fact is, I'm in debt now, and the woods look pretty thick ahead. One month's salary has always rattled merrily down the chute before I get the check for the next."

Right here Socratic whirled around in his chair and took charge of the candidate.

"How long since you went on the road, Pejor?"

"Just about a year—will be a year next month."

"And, let me see, how much more are you getting as a salesman than the company paid for your services as shipping clerk?"

"My princely salary of one hundred per was doubled from the start. But somehow or other I never could save money. I'm one of the unfortunate kind that is

always hanging by his eyelids, no matter how big his income."

"Your home is no more populous than it was a year ago?"

"No, just Tillie and the two kiddies. And we seem to be living the same frugal, simple life as ever. I really did think that we might salt away something when I got that big raise, so we tried to go on living just as we had before, which was pretty comfortably, but somehow or other I always scrape the bottom before the old man hands out another autograph."

"Suppose you went back to a hundred a month, could you get along all right?"

"Oh, yes; I did once, and I could do it again, if I knew that was all I had to play with."

"Well—why don't you?"

"But I have the extra money! And there's no use trying. When I have the buckaroons, they make me uneasy until they're gone."

"What was your idea of saving? What was your system during your brief seizure of economy?"

"Why, I just kept down expenses all I could, hoping to have something left at the end of the month to shove under the grated window down at the bank."

"And you never had anything left?"

"Not so much as a leather cent."

"Then why didn't you begin to save at the other end of the month?"

"How do you mean?"

#### A System of Saving

"Suppose you were to step up to that grated window at the bank the day you get your pay, shove about a quarter of the whole amount across the onyx slab, and then forget all about it, don't you suppose that money would be safer than if it were in your pocket?"

"By Joseph! I believe it would. And yet, I should have to go over to the bank, about the middle of the month, and pull that fifty dollars out, I'm afraid."

"But couldn't you just play that your salary is only a hundred and fifty dollars a month instead of two hundred?"

"Perhaps I could, but how would I pay all my expenses?"

"Didn't you say, just a few minutes ago that, if your salary were to be reduced to

a hundred a month again, you could get along?"

"By Joseph, so I did! Why it looks simple. I believe I'll try it. I can't any more than fail, anyhow."

"Why don't you tie up that fifty dollars a month in such shape that you simply can't get at it, no matter how much you are tempted?"

"Why, how could I do that?"

"Well, borrow a thousand dollars of me and get in on this prize package of Wiggins', and then contract to pay me back at the rate of fifty dollars a month—and though it would pain me to do such a thing, I'll engage to garnishee your wages if you don't pay it. Don't you think that you could cultivate the habit of saving money by the time it was paid?"

Pejor was overcome again.

#### Pejor Gets Cold Feet

"I'll not try to express my appreciation of your kindness, Socratic, because I can't. But I don't see how I can take up your offer. Why I should be afraid to tie myself up that way. Supposing something should happen, and I couldn't pay. Then you would be out all that money."

"Oh, don't worry about me, Pejor. That stock is ample security. Come on in out of the wet."

"But suppose I should get stuck myself," Pejor hesitated, "shouldn't be able to cut down expenses after all. Then bitter tears would flood the grocer's ledger."

"See here, Pejor, how ferociously do you really want to break into the capitalistic class?"

"Why pretty fierce, Socratic. I've got expensive tastes, and I need the money."

"Which would you rather have, with that expensive taste of yours, one night at grand opera or a dozen visits to a nickel theater?"

"Caruso for mine, if you please."

"Sure you don't want both?" Socratic wanted to know.

"Guilty! Pronounce sentence."

"And again, name your choice between a tour of England and the Continent and ten trips to Tia Juana."

"The answer is too easy, Socratic. And I think I see the point. Cut out some of the cheap things now, so that I may

have the things really worth while later on. That's easy to say, but somehow I forget all about Lohengrin when the phonograph over at the Empire strikes up "Any Rags?"

"Have you gone to the bottom of this thing of saving money? What about the rainy day? The day when your children will want an education; when you will be getting old and can't keep up the pace on the road; when the young fellows will shove you to the rear, as you pushed back poor old Wyman when you took your present job?"

"Well, I'll admit that's a thought that gives me gooseflesh and spinal cold wavelets. So I haven't thought about it any more than I could help. I've been sort of hoping that some good fairy would take pity on me, I suppose."

"That kind of vague day dream going to pay the rent and bills in your old age, Pejor?"

"No, of course not, but what in Death Valley is a man to do about it?"

"If you wanted to save that fifty ducats every month—wanted to so hard that you fairly ached—do you think you could?"

#### Pejor Makes the Plunge

"I see, I see. Draw up your note, Socratic. Where is that precious stock, Wiggins?"

And that was Pejor's start. He had keen sense of future possibilities and now his income from investments is bigger than his salary.

Once in a while he grows grateful and tries to tell Wiggins and Socratic about it. But Socratic always growls horribly at him and tells him to pass the good word along to someone else.

"Saving, like everything else that takes will power, is just a habit," he says, "and it almost runs itself once you get it started right."

#### The Conspiracy Against Dubheimer

FUSSBERG came in fuming, sizzling, and back-firing wickedly.

"Of all the microcephalous pollywogs that ever made profanity a virtue and homicide a sacred duty, Dubheimer is the most infinitesimal and irritating. Is this

our boasted civilization—to let that microbe of pestilence grow up and infest our fair city? Has he ever been reported to the board of health?"

He stopped and spat viciously, several times.

"B-r-r-r-r. I can't get the taste out of my mouth. I've been in his lair for half an hour on that Ballard business, and I'm mad enough to take fire at the first puff of wind. How so much stupidity, ignorance, bad judgment, cock-sureness, braggadocio, and superciliousness ever got together in one almost human being is a puzzle to me. I didn't suppose that there was so much in the world."

"Dubheimer is sure a visitation of some kind," agreed Wiggins. "I suppose he's sent to give us patience, like the mosquitoes. Or perhaps he's 'invigorating,' like a disagreeable climate."

"Give us patience!" erupted Fussberg, running around in small circles. "Give us patience! By the great boils of Job! Then rain is sent to give us drought, and Santa Ana winds to soak us with wetness. You spend an hour with that polka-dotted reptile, Wiggins, and if you have any patience left, I'll see that you get a Carnegie hero medal."

"I'll tell you a scheme—let's get Dubheimer in here and have Socratic put him through one of those chastening catechisms of his," inspired Wiggins.

"Socratic may be a wonder—some of us think he is—but even his method presupposes at least vegetable intellect to start with. But get the bacillus in here by all means. If Socratic can't take a fall out of him, I'll spray a little formaldehyde on him and abate a public nuisance."

#### Setting the Trap

So the two plotters conspired.

Next day, they were both on hand, looking sheepish, when Dubheimer banged the door open, knocked over the umbrella-vase, tripped on the rug, included us all in the sickly light of his fatuous smile, and belated to Socratic:

"Hello, Old Soc! Haw-haw! Hear you've been putting some of your dough into the Froghide mine. Just thought I'd come in and give you a friendly tip—that

mine is a fancy gold brick if there ever was one. It's none of my business, of course, but you're a pretty good sort, even if you do hold on to some old fogey notions, and I hate to see you done out of your little wad. Now you just take it from your Uncle Dub—I know this mining game from A to Z. Don't throw good money after bad. If you had only consulted me before you bought, I might have saved you a piece of your pile."

"That's awfully good of you, Dubheimer," acknowledged Socratic, smiling. "You have spent a lot of time in the mining districts, haven't you?"

"Oh yes," admitted Dubheimer, "I could find my way around that whole country in the dark and blindfolded."

"Seen the Froghide?"

"Sure thing—know it just like my own pants-pockets. Worthless hole in the ground!"

"Let me see—it's just south of the Sunburst claim, isn't it?"

"Yep—lies right next to it."

"That's queer," mused Socratic. "According to this map, the Froghide is in the Clara Belle district, and the Sunburst in the Hornblende group, a hundred and fifty miles south. I suppose the map must be in error, don't you think?"

"You can't always bank on those maps," mumbled Dubheimer, sopping up his strip of forehead.

#### Putting on the Screws

"No," incised Socratic, "it's much better to consult someone who knows all about it, of course. How long were you in the mining camps?"

"Oh, quite a spell. Been there different times, you know. But I've got something here I want to show you."

"How many times in all, Dubheimer?"

"Oh, quite a number. Now I want you to look at this prospectus."

"Were you up there three times?"

"Oh, what are you so dasted particular about it for? I told you I knew the whole broiled country, didn't I? Now here is a prospectus of a new company I'm going to promote—greatest thing that ever came down the pike."

"But didn't you say you could save me something on this mining deal? I've got

a lot of money invested in the Froghide, and it seems that even the maps are wrong. Do you blame me for wanting to get my information from the fountain-head?"

"Well, let me tell you something, Soc, you are new to this mining business and I'm an old timer. You don't know it, of course, but you can't find out anything by asking a lot of fool questions. The way to do is to keep to your own line, and let things alone that you don't know anything about."

"But you wanted to sell me stock in the Minnie Maude mine two weeks ago, didn't you?"

"Yes, but that was different," sopping his forehead again. "You had my word for it that the Minnie Maude was all right."

"But the Minnie Maude has been abandoned, hasn't it?"

"No, it hasn't, it's one of the best producers at the Clara Belle camp right now."

"Now isn't that peculiar?" gasped Socratic. "Here is the report in this morning's Mining Bulletin, saying that the Minnie Maude vein has pinched out without showing pay ore, and that the mine has been abandoned for good, the operators hauling away their apparatus. You read the Bulletin, of course?"

But Dubheimer had turned pea-green, and was working his mouth soundlessly, like a moribund pike in a basket.

"By the way," went on Socratic, not seeming to notice his victim's distress, "had you seen this about the big strike on the Froghide claim?"

"Suffering cats!" agonized Dubheimer, "and I had five hundred perfectly good dollars in the Minnie Maude!"

"Didn't you know that that little pocket of low-grade in the Minnie Maude was almost sure to pinch out, lying as it did?"

"Well if I had, I shouldn't have dropped a bank-roll into it. And Jamison told me it was a world-beater, too."

"Why, didn't you know Faker Jamison's record—that he is the worst wild-catter in Nevada?"

"No, the fact is, Socratic, I was awfully busy when this stock was offered to me, and it looked so good that I just took a chance on it."

"But if you know the mining district so well, you must have known about Faker Jamison."

#### A Braggart Humbled

"Oh, that was all a bluff, Socratic. Fact is, I don't know a condemned thing about the mining game, except the blood-curdling fact that I have just dropped five hundred perspiration-tinted dollars into it. But, now let's look at this prospectus. We are going to organize a million dollar corporation to manufacture hand knitting machines under the Samuels patents. Great thing, all right. Just let me show you. There are at least five million families in the United States alone that would buy these machines. That is putting it low. And we figure a dollar profit on each machine, so you see what there is in it in this country alone, right away. We are going to sell the first block of ten thousand shares at twenty-five cents a share. And as soon as we get our product on the market, the stock will go way above the par value of a hundred dollars a share."

"Ever seen one of these machines work?"

"Sure, they go fine."

"What do they make?"

"Stockings."

"How long does it take to knit a pair?"

"Oh, a couple of days."

"And what does the yarn cost?"

"About fifteen cents."

"And what would a similar pair of stockings cost at retail?"

"Why, I don't know—about fifty cents, I suppose."

"Then your hand knitting machine will help your customers to make seventeen and a half cents a day. How many do you suppose you could sell if you advertised that?"

But Dubheimer was again viridescent.

#### First Aid to the Injured

"See here, Dubheimer," urged Socratic, kindly, "your profession is advertising, isn't it?"

"Yes sir."

Fussberg laid his head on Wiggins' shoulder and wept tears of joy on that gentleman's immaculate laundry.

"Now, I can die happy," he murmured. "Oh, that 'sir'!"



"Have you made much at it, Dubheimer—no bluff now?"

"No sir."

"Have you ever studied it."

"Why, yes, a little."

"Ever thought much about it?"

"Thought much about it?"

"Yes—ever sit down and spend one straight hour following an advertising idea through in all its details?"

"Why I can't say that I ever did."

"How much do you really know about advertising?"

"Not much, Mr. Socratic. To tell you the truth, I guess my advertising game has been mostly bluff, too. I knew that Duncan, Keene, and some others had made a lot of money out of it. It looked easy, so I butted in, fondly hoping that I could get through on my nerve. But I'm about all in now. I got desperate and plunged on mining and promotion as a forlorn hope."

#### On the Right Track

"Do you think that you would like the advertising game—the real thing, I mean?"

"Yes, sir."

"Then why not start in at the bottom and make a study of it?"

"Well, I'll be frank with you, Mr. Socratic. The fact is I can't study. I haven't the intellect. I was always foot of the class in school, and left in disgust with myself before I had finished the fifth grade. I suppose it's feeling my ignorance that has made me put up such an awful bluff."

"The fact that you made the bluff shows that you really want to do something in the world—that you are ambitious. Why not direct that ambition and energy into the right channels?"

"Do you suppose I could?"

"Why not? What is intellect anyhow?"

"Oh I don't know—never had any?"

"Well where did Fussberg, over there, get his gigantic intellect? He started with the same equipment that you did, didn't he?"

"Why no, of course not. He had more brains."

Fussberg was dumb.

"Wait a minute—where did he get that vast store of knowledge?"

"Learned it, of course—he's a university graduate."

"What did he use to learn it with—how did he get it inside of his Daniel Webster head?"

"Why, his eyes and ears, nose, tongue, and fingers, I suppose."

"Well, has he any better senses than you have?"

"No, I suppose not—but he knows how to use 'em better than I do."

"Then why not train yours so that you can use them better?"

"Is that all there is to it?"

"What more could there be? You get knowledge through the five senses, don't you? And the better you use them, the more knowledge you get?"

"But I don't know how to train them."

"Well, I won't try to deceive you, Dubheimer. It's no easy road, but it's sure.

It will take time and patience, and—most of all, hard work. But it's the only way anyone ever did anything worth while. I can tell you where you can get a course of study that will show you how, and I'll help you whenever you get stuck. Throw all the energy and nerve into your study that you have into throwing this bluff of yours, and you will win! Will you do it?"

"If it takes a leg!"

I can't say that Dubheimer has suddenly become a master—I'm glad I can't, because that wouldn't be human. But you ought to see him grow! Why he and Fussberg are the best of friends now, and you know what that means.

---

Confidence is matured faith.

Work is the capital of the honest, industrious poor.

"Life in its entirety is a vast struggle based on selfishness."

---

"Soul, fail not thou in loving, for there are thousands to condemn to one to intercede, and we are all of us the prisoner at the bar."—*Selected*.

---

"Silks and satins, scarlets and velvets put out the kitchen fire,"—*as Poor Richard says*.

# The Unadorned Tale of Two Business Building Brothers : *by* Morton Mayne

*Frances E. Myers, Organizer, Salesman and Financier, and Philip A. Myers, Inventor and Maker, and the Industry They Have Built*

**W**HEN two American farmer boys can build a great manufacturing and selling industry up from nothing, with no help from anyone, and with no special privilege or grant—just relying on the principle of service, things are not so bad after all.

This tale I would unfold is nothing that will cause you astonishment. You can swallow it without choking. And that is why I want to tell it. If it were some Baron Munchausen thriller or Arabian Nights entertainment, it wouldn't be of much practical use to you and me. The magic carpet of hard work that carried these two brothers to the enchanted islands of success is still running on schedule time, and will stop to let you on at any station on the route. The Aladdin's lamp of persistence that they rubbed is in your hands. All you need is elbow-grease. The charmed jewels of honesty, courage, initiative, and judgment are in your door-yard. All you have to do is to dig for them and polish them.

So here is the story.

## One of the Brothers

Francis E. Myers was born in Perry township, about six miles east of Ashland, in Ashland county, Ohio, March 16th, 1849. His parents, George and Elizabeth (Morr) Myers, are still living.

The Myers family is of German origin and was established in America about 1748 by Jacob Myers, who was born at Muhlbach.

The original seat of the family was in Pennsylvania, but George Myers came to Ohio two years before Francis E. was born.

Young Myers grew up as a healthy farmer-lad, in the midst of humble surroundings. He worked hard in the fields, making hay and other crops while the suns of summer shone, and went to country school for a few months each winter, as millions of other boys have done and are

doing today. And he stuck to it until he was twenty-two years old.

He was ambitious, however, and became discontented with the opportunities afforded in farm life, so that he made his way to Ashland and found employment with M. B. Parmelee as clerk in a dry goods store, one of the leading establishments of Ashland. His remuneration was to be one hundred dollars a year and board and he spent the year there.

## Making Good as a Salesman

But he knew more about farming than the dry goods business and therefore sought opportunities in other lines.

It was during this year that the young man became acquainted with M. C. Goucher, who, while living at a hotel in Ashland, saw in young Myers the making of a successful salesman. He therefore made him a proposition to enter his employ on a salary of sixty-five dollars a month or ten per cent commission if he would "find" a horse and buggy. He was to sell farm machinery, Mr. Goucher being a member of the firm owning the Ashland Clover Huller Works.

After some effort Mr. Myers convinced his father that the proposition made him was a reliable one and secured his aid in purchasing a horse. The youthful Myers had saved one hundred dollars and was trusted for the balance of the purchase price, forty dollars.

Mr. Goucher was anxious that his protege should be a success and after three weeks asked him which it would be, salary or commission. The young man promptly replied "Commission."

He resolved to make good, and from the start proved a capable salesman, his business constantly increasing. He did so well that he was finally put on a straight salary and took his agencies, which reverted back to him when the concern went into the hands of a receiver in 1875.

It was in that year that Mr. Myers established a little agricultural implement store in a shed in the back of the Whiting machine shop, on Center street, in Ashland.

As opportunity offered he added additional goods, including the Bucher & Gibbs Imperial plow, manufactured at Canton, Ohio. He was very successful in introducing this plow and sold so many that shortly afterward he was called to Canton by the Bucher & Gibbs Company and offered a regular salary as a salesman. He therefore went on the road as representative of the house in the winter and gave his attention to his individual business in the summer time.

Working his way upward from a position of salesman he eventually became president and sales manager of the largest plow manufactory in the state.

#### Enter the Other Brother

Throughout his business career Mr. Myers has done the uncommon thing of using his brains as well as his hands; has taken the trouble to use some mental insight and foresight as well as his physical eyesight. A man who does this will see beyond the daily balance sheet to figure in bigger sums. It's the hardest kind of work, but—

While he was working his way upward in connection with the plow manufacturing business and the sale of the products of the factory, his brother, Philip A. Myers, had secured a patent on a double-acting force pump. This was in 1879.

Francis E. Myers, having faith in his brother's invention, joined him in the manufacturing of pumps in 1880, doing the assembling in the basement of their agricultural store on Main street in Ashland, while their machine work was done in Canton and Wooster, Ohio. This was the inception of their present plant.

They felt that "nothing ventured nothing gained." The establishment of the business was an experiment, but it soon proved a successful one, the sale of the pump being sufficient to enable them to install their own power in the basement of their store on the 14th of October, 1882.

The demand for their pump was great from the beginning and it was heralded

with acclaim, its value and worth being at once manifest.

Their business of manufacturing pumps has grown most rapidly.

In 1885 they erected their own plant, which was about one-quarter the size of their present plant.

The two brothers were admirably adapted to establish a successful partnership. Francis was rich in experience, business lore and those attributes which bring order from chaos, while Phillip was filled with ideas, system, and mechanical ingenuity. Naturally sympathetic, they have builded together in harmony and unison.

#### How the Business was Built

Addition after addition has been made as the growth of their business has demanded more space, until their plant is today the largest industry of its kind in the world—a statement that has never been contradicted. It covers six and one-half acres, exclusive of the foundry and the Center street works.

Independent motors are in each department, with duplicate power plant and automatic sprinklers.

Not to any esoteric methods do they owe their success but to close application, unremitting energy and keen discrimination. They are today the largest manufacturers in the United States of pumps and hay tools exclusively, making a complete implement every half-minute during working hours throughout the entire year.

In 1896 a woodwork department was added to the plant. Its product includes ladders, pulleys, handles, et cetera. This is also located on Center street in Ashland and the addition is in itself a huge plant.

F. E. Myers & Brother now employ in this plant from five hundred to six hundred workmen, the greater percentage being skilled labor. They manufacture hay unloading tools, door hangers, pulleys and pumps, and nearly all are manufactured after inventions patented by P. A. Myers. Their business has developed largely through trade journal advertising, for they are firm believers in this method of increasing their sales by making known their product and its value to the trade.

During the years of these brothers' business existence they have never known what

it was to have a dull season and the shop has run continuously every day save when compelled to shut down for repairs. Some of their employes have been with them from the first day they started the wheels in their fifty by seventy-five foot shop, which indicates as nothing else will do the harmonious feeling existing between employer and employe.

The works of the firm today cover a total of three hundred and fifty thousand square feet of floor space and their business annually goes into seven figures, while their pay-roll amounts to twenty-five thousand dollars every month of the year. Almost six hundred men are given employment and their list of customers will aggregate a total of fifteen thousand business houses throughout the world.

Their offices are beautiful in every way, the furnishings, finishings and adornments being in perfect harmony. Every device that tends to reduce labor or to simplify methods is used and in every department modern ideas are paramount.

#### A Wide Scope of Interests

They have in the United States five branch distributing houses, an export house in New York city, over three hundred and fifty jobbing houses and over thirty traveling salesmen who visit all sections of the country.

In France, Italy, England, Russia, Norway, Sweden, South Africa, Central America, Austria, South America and Australia they have agencies, so that their sale is world-wide.

In all the length and breadth of the land the name of Myers is known wherever pumps are used.

"Take off your hat to the Myers."

You all know the picture—pretty little girl taking life easy at a force-pump—lively stream of water knocking the hat off the head of the perspiring hired man.

During the recent financial panic, in 1907, the factory ran full time and full force, thus verifying the quality of goods and the character of business methods employed.

As Mr. Myers has made himself known to the business and financial world, his aid and co-operation have been sought on behalf of many enterprises and he is now

known as vice president and director of the First National Bank of Ashland; director of the Faultless Rubber Company, of Ashland; president of the Cleveland, Southwestern & Columbus Railway, a traction line from Cleveland to Bucyrus; a director of the Aurora, Elgin & Chicago Railway Company; a director of the Mansfield Traction Power & Light Company, of Mansfield, Ohio; and financially and actively interested in many other enterprises.

#### Practical Idea of Philanthropy

The faculty of selection and the power of concentration have been potent elements in this man's career. He rightly believes that the true philanthropist of today is the man who does things and, keeps on, who pays a fair wage the year 'round and can be depended upon for that wage. He devotes the major part of his time to the business of F. E. Myers and Brother, putting forth his efforts along lines that promote its continuous growth.

Various interests aside from those which bring a financial remuneration have also benefited by the sound judgment and keen discernment of F. E. Myers. He is one of the trustees of Wittenberg College, at Springfield, Ohio; is a director of the Young Men's Christian Association, of Ashland, and one of the state directors of that organization. He is also the president of the Colonial Club of Ashland, belongs to the Union Club of Cleveland, to the Chamber of Commerce of Cleveland, and to many social organizations. He likewise belongs to the different Masonic bodies, becoming a Knight Templar and a member of the Mystic Shrine.

#### Some Personal Characteristics

Mr. Myers has never been active politically, although he has frequently been urged to become a candidate for office. One of his aims, however, is to build up his home town and the surrounding country and his efforts in that direction have been far-reaching and beneficial.

He makes no pretense to scholarly attainments, but he has power that comes not always with college training—the ability to see the practical worth of an opportunity. His mental strength is that which has

come through training in the school of experience and all who know of him honor him for his sound judgment and keen discrimination.

In manner he is never intimate but always courteous and affable and has a wide acquaintance who hold him in high regard.

The basis of his success came in his careful rearing and he has been careful in every way—morals, health and finances. His people for generations before him were of the same calibre, thrifty and economical, realizing the value of money and willing to put forth earnest and honorable effort for its acquirement. Added to this, Mr. Myers had an unfaltering ambition which has led him into important business relations but has never made him unmindful of his obligations to his fellowmen.

#### The Genius of Hard Work

He is today the financial and executive genius of an immense concern, while his brother is the possessor of the inventive and mechanical power that has also contributed to the success of this enterprise. Few men more justly deserve the term, captain of industry, and his life is an open book, constituting a splendid example for all young men.

He stands as a splendid type of the American gentleman of rugged health, fine physique and of strong mind, while his contact with the world has brought him the polish which many acquire in schools.

He is charitable, kindly, and easily approachable and has the rare faculty of putting one immediately at ease in his presence.

His success has never spoiled him and a man of upright character with no worldly possessions can win his regard and friendship just as surely and quickly as the man who has gained wealth. His is a handsome face because of its strong character, the humorous twinkle of his eye, as well as good features.

None have done so much for the upbuilding of Ashland as have F. E. Myers and his brother, and he is generally esteemed by his fellow townsmen who honor him for what he has accomplished but appreciate him for his genuine personal worth,

He indeed stands first in the hearts of the people of his home city.

Mr. Myers is a prodigious worker, being usually the last one to leave his desk and the office after the whistle blows, and often arriving early in the morning. Employes in his immediate department find it most difficult to measure up to his energy.

He gives personal attention to all details of the business. Nothing apparently is too trivial. All communications from persons living in the country along the C. S. W. & C. Ry., of which he is president, are given the most courteous attention, in their little complaints as to stops, land crossed, etc. Every application for position on this road is given a personal answer.

Like a good general, Mr. Myers pays great attention to his selling force, and closely scrutinizes the work of each individual salesman, as to the amount of sales each month, new dealers made, expense account, etc.

At least once a month a large general letter is written his thirty travelers, covering all the details of the business and trade conditions, state of the market, etc. He also writes all of the general letters going out to the various branches of the trade, apparently being unwilling to delegate this work to any one else.

He can be very genial, kind, and tactful, or so stern and unapproachable in warding off those who would encroach upon his time, that the one intruding is simply frozen to stone.

#### Personality of Philip A. Myers

Philip A. Myers, junior member of the firm of F. E. Myers & Bro., is a close second and strong supporter of his brother in all Myers' enterprises.

He had early manifested marked mechanical genius, which has since been developed, and stands as one of the most potent causes in the success of the firm.

In his boyhood days there was not a gate on his father's farm that was not automatic. Every possible mechanical contrivance that could aid the farmer and make the work easier, was produced as the result of the budding genius of this young man.

He was almost afraid to tell his brother F. E. of his work on the force-pump, for fear of ridicule.

Philip did not stop with his first pump. He has been studying pump and hay tool construction ever since. The total number of his patents exceeds one hundred, and application has been made for many more.

He follows out the line of improvement, and one thing suggests another, until he exhausts the field in that direction. Today he is still planning and looking ahead, always eager to be first in the procession, and to occupy, as he expresses it, "the front seat on the wagon."

#### The Crowning Achievement

When asked to state what was the best thing he had ever produced, he replied, "*The glass valve seat.*" This is one of the most important as well as practical inventions which he ever produced. It marked a decided advance, which has made the name of Myers stand out alone and far ahead of others. It cannot be used in any other pump, and today the Myers product of this character is found in every civilized country.

Aside from being a man of marked inventive genius, he also displays keen executive ability in managing the factory, and producing the goods at the lowest possible cost. His attention in the business is given to the development and improvement

of practical devices, and generally superintending the work and employment of the factory labor, while his brother manages the financial and executive interests of the firm, employing and overseeing the work of the office and traveling forces. Together they constitute a combination of rare strength, and an almost ideal business partnership.

Personally, Mr. P. A. Myers is of a very hearty and jovial temperament, greatly enjoying all kinds of sport and pleasure, being able to play and enjoy his fun just as earnestly as he works. He is a devoted husband and father, and in his own words, "A daffy grandfather."

Well, that's my tale of two brothers.

Once they lived in a little house on the farm.

Now they have elegant and comfortable city and summer homes.

Once they rode the old plow-horse in from the field.

Now they ride in seven-passenger touring cars.

Do you envy them?

Then are you willing to think as deeply, work as hard, venture as courageously, stick to it as tenaciously, demand of yourself as minute thoroughness, and as complete a sacrifice of the cheap pleasures of shallowness?

If you are, you can have, you can be.

**I** BELIEVE in work. I never forget for one moment that time is precious. I never forget that the sun does not stand still, and if a man is not careful the sun will leave him with his work unfinished. It is easy enough to accomplish something if you set out for it in earnest.

*F. Hopkinson Smith*

## The Law of Desire

But little we know of the laws of the Infinite. Blind  
Humankind is groping in darkness yet, seeking to find  
The mind of the Maker and Ruler of all,  
Who made the law causing the apple to fall;  
And causing the steam-kettle to lift at the lid;  
And who made laws of mind, e'en more potent, now hid  
From the mind of blind man. But man one day shall see  
The law of desire and perceive it to be  
A mandate of God, a law of his mind;  
Desire your needs. Then seek. Ye shall find.

But be sure that you need them—the things that you want—  
Then seek—that means hustle. Avaunt  
Ye who long for, but hustle not much.  
God's law of desire will not work well for such.

Then desire, yes, desire, and fan ye the flame;  
You will not gain long life, nor riches, nor fame,  
By lukewarmly wishing. That is not enough.  
God's law of desire requires the stuff  
Of sincerity—yearnings that glow  
With an ardor that causes obstructions to go  
Glimmering. Then you can not stop there.  
You are bound to keep seeking—to hustle. Right here  
Is a truth you must grasp. To do is to have and to be not to seem.  
But before you can have and can be, you must mean  
What you say and say what you mean.

Then fan ye the flame of desire 'til it mounts  
To a flame of fine feeling knowing no bound  
In that mental zone man has sought for and found,  
All of God's greatest gifts, all of Nature's chief stores;  
She unlocks her treasures, throws open her doors  
To him who desires intensely, persistently, true to the  
Dictates of conscience, that man works 'til he  
Comes to a point where he works for the love of his labor.  
Then his love bears him on to deeds great and still greater.  
So desire, mortal one. The law shall respond,  
And feed your soul, hungry; yes feed to its fill,  
'Tis a mandate of God, a law of his will.

# “Watch the Clock”—Turn its Seconds Into Dollars : *by* Arthur Bernard Freeman

**P**RINTED on 25-cent, hand-finished, deckle edge, superfine paper, in very neat black, white and red effect, direct from those famous printshops of the Sage of East Aurora himself, come to me these words:

“Labor is dignified only when it ceases to watch the clock.”

Good stuff—if well shaken before taken. But be sure you take it right.

Of course Fra Elbertus refers to the man who counts the hours till pork and sundown. But the other clock watcher—the fellow who wants to make every minute worth its seconds in gold dollars or eagles—let’s talk about him.

Can you imagine the consternation and chaos which would prevail if even a small per cent of the business world should fail to watch the clock? Can you picture the catastrophe which would result if even 10 per cent of our railroad men should fail to watch the clock? Can you even contemplate the chagrin and disappointment of the Fra if the carriers of mail at East Aurora should fail to watch the clock?

## Some Profitable Clock Watching

Time is man’s priceless possession—as sages have said—and the clock is its measuring stick. And the intelligent use of the measuring stick is the root of all economy.

How doth the vigilant alarm clock stick its ringing fingers into our reluctant ears that we may carry with us through the day time’s warning. Blessed is he who needs no such notice to watch the clock, but rises on the hour without it; and blessed is even he who knows and hears the warning alarm which proclaims the hour of work. But forever accursed is he who oversleeps. He not only disappoints himself but everybody else with whom he has to deal.

The clock—what is a clock? It is the measure of precious time. Old Sol is a clock; so is the calendar—a printed one. So is the break of day, and damnation overtakes the man who fails to watch.

It was Julius Cæsar’s *promptness*—not his genius—that made him history’s foremost figure, and the “Promptness of the Cæsar” has been handed down as a watchword in our day. Cæsar watched the clock of ancient days—the sun dial, to which a poet gives tongue that it may say:

“I am but a shadow, so art Thou;  
I mark time, dost Thou?”

Napoleon’s Waterloo was not *Waterloo* but a failure properly to measure time. He began the conflict more than an hour late, only to find that Blucher, who was watching the clock, arrived in the nick of time to make it “Waterloo.”

What instinct is to the animal, the clock is to the mental. Intuitively the animal eats, sleeps, bathes on schedule time; and by the clock does man regulate his business and every act of daily life.

Regularity is the secret of success, and the man of system is the man who watches the clock. The worker who fails to watch the clock, fails to do the right thing at the right time. He is late to work and late to quit; he gauges his time by his moods, merely works when he feels like it, and disorganizes a whole arrangement.

Without the clock and without close watching by the men who do things, the wheels of business would cease to turn. Woe to the business world if labor were only dignified when it ceased to watch the clock.

## On Time

“Watch the clock!” if you would be somebody. Consider the passing of every hour as a part of time never to return. Look to your daily work as “piece-work”—and make every hour earn the maximum of value and appreciation. Regulate your whole life by watching the clock. Have an hour to begin work, *have one to quit*; take lunch on schedule time; divide your day by the clock in order that each duty may be done when its time shall come.

Remember that the man who watched the clock and took the 20th Century



Limited had the order booked before the other fellow reached New York. And remember that the man who watches "Wine, Woman and Song," is usually the man who has ceased to watch the clock.

"Watch the clock" not to see how soon you can quit, but watch it to see how much and how good you can do before it points the time to quit.

A good watch is a greater asset than great riches. Live your life by the clock.

## The Power of Words

By Frank D. Noel

*"Words, right words, bring mind in harmony with mind."—Carlyle.*

UPON THE knowledge of this statement of Thomas Carlyle, is based the success of thousands of the world's greatest captains of industry. Upon man's ignorance of this statement rests the blame of thousands of failures.

Some one has truly said, "Words suggest thoughts—and everything man does is crystallized thought."

Mr. Post thought Grape Nuts was the finest of all breakfast foods. Fairbanks thought that the Gold Dust twins would make life easier for humanity. Over eighty million fellow beings of Post and Fairbanks had no such thought—they had never even thought of thinking of such articles. By the crystallization of his conviction into words each man brought the minds of millions of people in harmony with his own, until they thought as he thought, felt as he felt, and acted as he wanted them to act, and gave to each the fortune they had set out to get.

And don't forget that WORDS performed the miracle. Not words of mouth, but words of brain, suggesting in simple but powerful language the usefulness of such a product; by words inscribed on otherwise useless vacant space; by the proper composition of that heart and soul, brain and body of all advertising "Copy."

And here we are face to face with the vital issue—"The Copy." Shall we evade it as many do, or shall we stop and grapple with it and overcome it? Shall we, like many others, find ourselves falling by the

wayside because we do not realize the power of words?"

The fact that the power of words in advertising copy, is not realized, explains largely the reason why some firms handling the same class of goods, as others, under practically the same conditions as regards prices, terms, etc., find themselves going bankrupt, while witnessing other firms flourishing.

How often we find the advertiser counting the cost of his white space—the amount he pays the publisher of the newspaper or magazine. Upon this space and upon this circulation we find him calculating the value of his advertisement. The price he is paying for that space represents its value to the publisher. It does not represent its value to him—far from it.

The value of that advertisement, to the advertiser, is represented in the copy—in the WORDS he puts into the space.

Again, some advertisers say: "Well, it is giving me publicity." True, it is; so does the salesman, who can go out and talk, but can't sell. A true comparison, but, again—words, words—right words—if the salesman used them he would both sell and advertise. That's the purpose—the point—SELL.

Mr. Advertiser, your product needs selling, if ever a product did—your product is needed badly by the populace; needed as badly, perhaps, as Grape Nuts or Gold Dust ever was. But, like them—and don't you mistake this for radicalism either—the uninformed ones need just as much information, to win them over to your way of thinking—to make them feel as you feel—to act as you would have them—to confide in you—to buy your product—as the millions of brother beings of which you are probably one (I know I am) did before their minds conceived the great good to be gained by using the products mentioned.

Now, the main thing: is your space getting business for you, or is it loafing? If it's loafing—simply giving you publicity, dump it in the scrap heap, and fill the space with words, good, strong, instructive words.

Bring "mind in harmony with mind."

# Salesman, House and Customer Working Together : *by* George H. Eberhard

**A**S YOU know, I am a believer of better things in business; a better, more human way of building the individual and the organization resulting in greater mutual profit, and as one of those vitally interested in the ultimate full success of the House, I want, before I finish, to remind you, as salesmen, of many things that bear on your success in its broadest sense. It's not original, but we need more to be reminded than reformed.

The selling of your line is the great problem. With the necessary funds it's almost an example of arithmetic to get the mechanics and the material and to produce the goods at a given cost. But to advertise and sell the goods,—*that* calls for genius plus hard work.

Some chap has said that salesmanship is, briefly, "Nothing more or less than making the prospective customer feel as you do towards what you have to sell."

To my mind, no man can successfully sell an article that he does not believe is necessary to the fellow he is selling to. You cannot sell your article, whatever it is, unless you feel that it is the best of value. I mean by "sell," get all the business. Your House may be a success and still be losing trade.

## **You May Succeed and Yet Lose Trade**

Think this over. There is a whole lot more to what I have just said than you may gather at first thought.

There is one equation that enters into the increasing of a business that the management and the salesmen are apt to forget and that is the wonderful growth of the United States and Canada.

We talk of the growth of the business of the House. I differentiate between increased business and the growth of the house from an angle of my own. My idea of increasing business is to get more trade than you had the year before, without taking anything away from the other fellow, but by opening up new fields, getting a better response from the consumer and

generally advancing at an even ratio, or nearly so, with your competitor.

My idea of growth is to become more firmly rooted in a business way and to have the branches of our business tree, as it were, get more of the sunlight and rather put the other fellow in the shade by detracting the vital energy of the sun, that is, the sales. In other words, growth should mean getting all of our own business and a reasonable chunk of what the other fellow thinks belongs to him.

There is another way of looking at it and that is, the measure of full success, to my mind, should be for the House to have not only the business it has, but all the business it could have on account of the superiority of its product, if fully appreciated by consumer and dealer.

To get the full share of the business means that each selling unit must get every dollar's worth of business in his field. To do that you must each one of you have the right feeling toward each item in your line.

It must be as religion; you must have the spiritual fire,—we call it in business, "Enthusiasm." Let the buyer see in your manner, in your tone, by the look in your eye that you believe that you *know* he should work with you and *sell* your goods.

It's not only because the House makes it, but because the value—big value—is there which, through advertising and your effort, people will eventually know and appreciate.

I know that a buyer is short-sighted as to his own interests not to handle my specialty.

## **First, Be a Good Animal**

We should, to be successful salesmen, first realize that our life runs but a short interval; that health is the controlling element of all our feelings.

I believe in starting at the beginning in my business philosophy, and that is, with the man—his physical side. Study it, treat it right and mental power will grow, because it will be fed with clean, rich blood.

This consideration of your physical self is vital. I only wish that I had the power to impress this on all of you. I have preached to many salesmen and others that I have met and done business with that really need to consider their physical side if they want to get the full benefit of their mental effort in their selling work.

You know from your own experience how much more favorable the impression is when you meet a man, not necessarily a great, big, husky brute, but an ordinary individual of any weight or size who looks, in proportion to his size, to be healthy and clean-minded. You are always glad to greet such a man and there is no antagonism, but most likely magnetism is developed by the unchartered forces in the contact.

But let some chap step up that looks as if he had turned in at 3 G. M. or as if he hadn't been thinking of what he should eat or how he should eat it or was afraid that one shower too many would upset his physical balance and you instinctively, through the forces over which you have but little control, repulse the individual to a greater or less degree. Your mind, in one case, is receptive and in the other case antagonistic.

The dealer feels the same as you do toward salesmen that call on him. The condition of health of the salesman has, in untold instances, meant the making or the losing of the sale.

#### **"The Mind's the Measure of the Man"**

Then, look to your mind. Understand what you're doing, and by that I mean fully understand it. Don't read a complete description of an article, and then write to learn the size or finish.

You have only so much time to store away impressions and thoughts. See that they are worth storing and when stored, train your mind to use them.

Try to be content, be cheerful, laugh and work, deal fairly, develop your initiative, knowledge of your work, tact and open-mindedness.

Money, the concrete reward, is not all, but if you attend to the rest, your efficiency increases; consequently, your earning power is greater.

In spite of all, you are what you are from what you have said and done.

All experience is good and the hardest usually best of all. There can be no progress, no achievement without sacrifice, and a man's worldly success will be in the measure that he sacrifices his so-called pleasure and ease and substitutes that which will develop his plans.

I have in the course of the past few years, particularly since I have begun to write for various publications and talked at different gatherings, had the question asked of me possibly a hundred times, "How do you keep informed on these various matters?"

There is no secret about it. I have a few simple little rules about taking notes and about collecting information. I endeavor, wherever I go, to observe that which pertains directly or indirectly to my business interests, but, generally speaking, the only reason that I have a reasonably thorough knowledge on political questions, social problems, advertising theories, selling methods, business philosophy, etc., is because I don't waste much time.

#### **Make Everything You Do Count**

During the last two years, in particular, I have approached a great many of these problems more from the standpoint of the student than of the worker. I have sat in hotel lobbies by the hour and watched the various salesmen file by in and out and as one or the other would impress me I have, through inquiry of the clerk or of someone else, found out what his business was. I have come in contact with a number and quizzed them just to see if my analysis were right.

I have listened to the conversations of the kicker, of the chap who doesn't move up.

I have studied the members of the old guard who ought to be higher up and going forward, even though along in years, and I find that the majority in every walk of life waste time, effort and mental energy by doing a lot of things that are essentially useless.

I like a ball game as well as the next fellow, but for the life of me I can't see the sense of using brain cells to keep track

of the names and the records of the players.

I enjoy going to a good show, I can even get some fun out of a poor one, but I don't waste any of my gray matter recalling the names of any but the greatest performers that I see, and then only for some reason other than to be able to say "I saw them."

I have never become proficient at pool or billiards, not because I couldn't have found the time, but because I have tried to make something out of myself and to do it I have had to kick myself many a time and coax myself and others to the work that was essential and bore directly on my own individual progress.

Remember that your value rests with yourself; it's in your control. No one can make you more efficient. Others can tell you truths that will help, but it's you, yourself, that must understand and apply them.

*The best compensation for making sales is the ability to sell more.*

This last statement is another that you should impress upon your mind. It carries with it almost a complete philosophy of its own. It can be analyzed in many forms and expressed in many words. It is the old fundamental principle of proficiency resulting in greater efficiency. The more you do nearly perfect the more you will be able to do that is nearer perfect.

To progress you must look forward, study yourself critically and keep going forward.

Increase your vocabulary, learn how to talk. It's a salesman's most valuable weapon. Don't neglect this. It is important.

One of the easiest ways to increase your vocabulary—your command of language—is to think of what you are saying,—not only the thought you are trying to convey, but the words you are selecting to convey it. It doesn't take long to get the mind automatically to co-operate with you in the correcting of any fault or the improving of yourself in any direction.

The only way to perfect one's self or the salesmen under one is to co-operate with them and throw enough their way of the good things to make them throw some of them back.

You can't play catch without someone on the other side of the field to catch and return the ball. It is the same way in building yourself up. You can do it all alone after a fashion but the more you work with others and the more they work with you catching and returning the ball, as it were, making you catch and return it as well, the more proficient you will both become in giving and taking of ideas.

#### Some Ginger Snaps

Finish as you go, neglect no possible customer for, remember, the great truth that in ninety cases out of one hundred, it's the dealer you don't call on who has the order.

Cut out the non-essentials. Avoid waste and lost motion.

Don't worry! Recall that one of the old Greek philosophers said so vividly, "I am an old man and have had many troubles, most of which never happened."

Anticipate a sale and you will make it stick.

Have patience and work. Be game, for "He who has conquered doubt and fear has conquered failure. His thoughts are added power to his work."

The state of your mind is vital to your success.

Don't be afraid to be original. Get out and enjoy nature,—be yourself.

I tell the boys out in my territory and associated with me in my business that when they pass by a spring like Shasta Springs or a hotel like the Glenwood Tavern at Riverside without resting up a half day or a day they should be fired.

A man who can't enjoy getting out where the trees and the fields are sufficiently in the natural form to make him forget business is not a full fledged, red-blooded salesman. He may be a success in the total of his sales, but a man with real red blood that would take his days off would do twice as well.

To avoid occupying too much of your time with detail, complete each detail as you go. Remember that big things are the result of many little things.

A letter, a salesman, an advertisement should all represent the product, the house, in the same way,—*at its best*.

If in your selling work you had not accumulated experience, you could not have acquired your present efficiency,—so develop, drive yourself forward. If you can do what is now your best as a result of your past, think of how it should compound in the future.

Study your weak points and correct them one at a time.

All this is preachment, but it is vital to each man's success. You can build on your own limited experience, but think well of the immense accumulated experience of others that is at your disposal if you will but dig into it and get it stored in your mind for use.

Remember, your mission is to make customers of all the trade and show how the House deserves their hearty co-operation.

Make a live, enthusiastic, boosting friend of every dealer. Let every dealer feel glad to get his share of the profit on the trade created by the plans the House follows in advertising, consistently giving big value, maintaining prices and protecting the trade. It has won in the past and it is bound to win bigger in future.

The dealer who co-operates now makes his profit now. The advertising brings the customer to the store,—let it be his store.

#### Co-operation With and By the Office

Meet the office more than half way in its work. Let the office in return appreciate what the men are up against. A proper support and appreciation of all things that the salesman has to contend with are essential to those who, at the office, directly or indirectly correspond with the salesman or his customers.

A company that is weak in this respect weakens the entire sales force. It should be the aim, not only of the salesmen to work with the office and comply with the rules of the system to facilitate the conduct of that part of the business, but it should be the earnest prayer of those at the office that they may at all times appreciate what the man in the field and what the customer have to contend with and co-operate with them in such a way that it will stimulate them to greater efforts and build up a more favorable impression of the house.

Your work must be the source of most of your happiness. Remember this and approach it with that attitude. Let it be absorbing, fascinating.

#### A Good Bit of Salesmanship

ONCE, while Bishop Talbot, the giant "cowboy bishop," was attending a meeting of church dignitaries in St. Paul, a tramp accosted a group of churchmen in the hotel porch and asked for aid.

"No," one of them told him, "I'm afraid we can't help you. But you see that big man over there?" pointing to Bishop Talbot. "Well, he's the youngest bishop of us all, and he's a very generous man. You might try him."

The tramp approached Bishop Talbot confidently. The others watched with interest. They saw a look of surprise come over the tramp's face. The bishop was talking eagerly. The tramp looked troubled. And then, finally, they saw something pass from one hand to the other. The tramp tried to slink past the group without speaking, but one of them called to him:

"Well, did you get something from our young brother?"

The tramp grinned sheepishly. "No," he admitted, "I gave him a dollar for his damned new cathedral at Laramie!"—*Everybody's Magazine*.

#### 'A Bunch of Success Keys

By M. E. YERGIN

Smile the smile of success;

Think only things that are sure;

Figure the figures of actual facts;

Move but the move that's secure.

Smile reality smiles;

Think only honesty's speech;

Look with one eye as far as the sky,

Look with one where you can reach.

Smile inside of your smiles;

Think only things you would see;

Choose only friends who have won the same ends;

Failures? Just let them all be.

Smile your smiles into things—

Food and clothing to bless;

Think every man into good in your plan—

These are real *keys of success*.



### The Comfortable Life

**W**HENEVER I hear a howler let loose about the high cost of living, or some discontented dollar-slave groan under the weight of his golden chains, I think of my friend Merrill.

Sometimes I envy Merrill, but most often I do not. I seem to feel that it takes a certain amount of hardship and struggle to keep me from brooding too much over the fact that I wasn't consulted about several things in the universe when its constitution and by-laws were adopted. But, if I had Merrill's equable, non-brooding disposition, I should certainly do as he does. And, anyhow, he has shown that you don't need to work like a donkey engine eighteen hours a day in order to live.

Merrill lives on the Pacific Coast, where it's always summer—at least for fruit trees and vegetables. He has four city lots in a city of about fifty thousand inhabitants, making a plot of ground one hundred and forty by two hundred feet. On this he has his house, lawn, rose garden, orchard, poultry yard, and vegetable garden.

When the days are long, Merrill and his wife get up at half-past five in the morning and go out to take care of their feathered gold mines and earthen jewel-cases. When the days are short, their matins are sung at half past six. At half past seven or half past eight, as the case may be, they take their daily cold plunge. Then comes breakfast. After that, study, music, shopping, visiting, reading, resting, trips to places of recreation—no more work until the next morning.

Poultry, eggs, fruits, vegetables, and flowers of their own raising supply their table the year round, fuel is almost un-

necessary, and they sell enough produce to supply groceries, clothing, books, magazines, and other expense money. They have eight regular customers that take all the surplus and pay good prices for it. Merrill says that, counting his house rent, what he gets off the place for his own use, and what he gets from sales, he has an income equal to five dollars a day, which is pretty good for two or three hours of pleasant work.

And he has no boss to propitiate, no job to lose, no rent to pay, no panic to fear, and no drudgery to grind the beauty out of life.

Of course Merrill and wife do not flash around in high society, burn up the roads with an automobile, burn out their nerves with bridge, infest a box at the opera house, keep a racing stable, or shiver in their beds at night for fear some burglar gentleman will come and steal their tiaras, sunbursts, and necklaces. But they seem to be fairly healthy and content without these necessities of life.

Some people would point the finger of reproach at Merrill because he does not live the strenuous life. Others would pity him because he does not have an exciting life. Perhaps some might even sneer at him. His is not a conspicuous life.

But Merrill would smile that blissful smile of his and tell them that he lives the comfortable life.

### James Morgan's Way

**W**HEN I was an impudent and reckless little rascal of about thirteen, I spent a part of one memorable summer on the little hillside farm of James Morgan, near Clintonville, Wisconsin. And I had to work. No one could be idle on that

farm, even if he was a city kid and had come to have a good time.

I don't suppose that James Morgan made very much money out of my helter-skelter services, but I do know that I have made some money out of them since, because I learned a great deal more than how to pitch hay, shock oats, milk cows, hoe corn, dig potatoes, and gather the eggs.

Everything from the Morgan place had to be quality goods.

No butter was taken to market unless it was sweet and of just the proper golden color. No hay was sold that had a weed or a burr in it. No half-fanned, half-screened grain ever went to town behind James Morgan's carefully curried grays. The berries must be as fresh and dewy as when we boys picked them, and the apples were without spot or blemish.

That was James Morgan's way.

Some three or four years after this summer on the Morgan farm, I went to spend my vacation at Eagle River, Wisconsin—at that time a raw little lumbering town, now a well-known summer resort.

And there, across the tracks from the main business street, was a brand new little bakery and grocery. Its proprietor was James Morgan. He hadn't been there long, but already people were beginning to clamber across the tracks to get to him.

Every loaf of bread he sold was perfectly baked. And the cakes and cookies! I have eaten at some rather famous places since then, but one of my happiest gastronomic memories is the honey cakes that James Morgan used to make.

The store was always spotless, everything in stock looked good enough to eat just as it stood, and James Morgan would throw anything not up to quality into his oven fires rather than display it for sale.

That was James Morgan's way.

That was nearly twenty years ago.

Now where would you expect a man who had a way like that with him to land in twenty years?

Pushed off the boards by competitors who got ahead of him by selling their spoiled goods instead of burning them up, saved time and money by not wasting so much time in cleaning up around their stores, and cleared extra profits on short weight and count?

Maintaining a little select store for a few particular and pernickety customers who are willing to pay a little more in order to get the quality?

Not James Morgan!

The biggest and finest store in Eagle River is James Morgan's. And they do say that he owns a lot of valuable real estate and other things that he has bought with the profits. I guess it's true, too.

That is James Morgan's way.

### Finding His Work

GRISWOLD was a good postoffice clerk. His reports were neatly written, his money order and registry business went through almost without error, and his accounts always balanced to a cent. He drew his salary, provided as well as could be expected for his wife and two babies, attended church, belonged to the literary society, and read all the latest magazines.

To all appearances he was a solid citizen—conservative, methodical, contended, unimaginative—he seemed almost dull and drab.

But he was no such thing—as I can testify, because I once spent a week in his home. His wife is some kind of distant relative of mine, I believe. And in that week I found that the quiet, conventional Griswold was a seething volcano of unrest.

First place, his children were growing up and would soon be wanting things that he couldn't buy; then would be needing something more expensive in the way of education, and he couldn't see where the money was coming from to pay the bills. There was no opportunity for advancement in the postoffice, and he had never learned anything else. And the man was desperate about it.

Worse than that, he hated his work with a loathing that no words of his could express—and he had a good working vocabulary. He had been obliged to help support his mother and sisters from the time he was a boy, and had never gone to school beyond the eighth grade—so he had drifted into the postoffice job because it was the best thing that offered at the time. But, while he took pains with his work, his soul loathed every detail of it.

I remember feeling that I was witnessing a cross-section of one of life's tragedies, as I heard poor Griswold fulminate.

"Here," I thought, "is a thwarted, beaten, hopeless life, with all the joy stolen from it by things for which the poor fellow wasn't to blame at all. How can such things be in a world ruled by justice?"

After that I went West and didn't see Griswold again for some years. Then, one day, while I was sitting in a restaurant in Bakersfield, California, I saw him. At first I didn't know him—he was so changed. The clerk's pallor was gone, and his cheeks were round and rosy. The clerical bend had given way to a broad, square back that told of power. But it wasn't his cheeks or his shoulders that I noticed—it wasn't anything that I could see. What struck me most was what I felt as the man approached me. Here was self-confidence, poise, consciousness of power, and an overflowing vitality and happiness.

"Tell me about it, Grizzy," I pleaded, after the greeting.

"Easiest thing in the world," he said. "I've found my work, that's all."

And then he went on and told me how some friend had tried to interest him in selling bonds.

"But I'm not a salesman," Griswold had protested. "I never sold anything but postage stamps and money orders in my life, and I don't know anything about salesmanship."

"Well, why don't you make a study of it then?" his friend had asked.

"And then," Griswold went on, "I found that there was a science of salesmanship. I paid the first little instalment on my tuition and began to study. I never struck anything so fascinating in my life. It seemed as if I had been thirsty from my cradle, and this was the first drink of cold water that had ever touched my lips. I sat up until fashionable hours in the morning studying.

"It wasn't long before I was crazy to begin selling—I had the salesman's itch, and I had the most virulent form. I began by going out and talking bonds to my friends in the evening. Pretty soon I was making more in the evenings than I was in the daytime. Then I resigned my gov-

ernment job and gave all my time to stocks, bonds, and other securities. I make more in a day, now, than I used to in a week. I've got a pretty home, all my own, and a ranch that will be a winner in two or three years. Life is no longer a tragedy with me, but a heaven on earth. It isn't so much because I'm making more money, either, although that helps some. The best of all is, I enjoy every second of my work—just get fat on it. I never knew what fun was until I began to be a salesman."

Griswold didn't stay long—said he was "crazy to get out among 'em."

After he had gone, of course, I thought of Carlyle's "blessed is he who has found his work." And then I wondered why someone didn't help young folks to find their work. "Surely," I thought, "the schools that are supposed to fit a man for his work ought to be able to tell him what that work is. Why not have a course in character analysis, with a teacher who is expert enough to help the pupils to analyze themselves, so that they can make their choice of a life work with something tangible to guide them. Then there wouldn't be so many misfits and so much stunted development and tragedy."

And I still think that way.

### Nailing Down an Excuse

HULL was a life insurance friend of mine. And he sold a lot of policies.

One day a young blacksmith and wagon maker told Hull that he would like to take out a five-thousand-dollar endowment policy, but that his old father and mother were opposed to life insurance on religious grounds, and he didn't care to hurt their feelings.

Hull wasn't sure whether that was just an excuse or not, but he resolved to nail it down just the same.

"If I bring you the written, signed and sealed permission of your father and mother to take out this policy, will you do it?" he asked.

"You'd never get it," said the blacksmith.

"But suppose I should get it, would you sign up?"

"Oh, yes, if you got the folks to give up their religion, I would buy one of those



policies. But you never will, so what's the use talking about it."

Hull found out where the old people lived—twenty-five or thirty miles away on a farm—and went to see them.

He found them very old, and somewhat suspicious of the well-dressed stranger. They wanted to know what he was after, and they wanted to know before they committed themselves on the state of the weather, the outlook for crops, or the probabilities of a rise in the price of corn.

The first thing was to get their confidence, and Hull got it by stating his business in a square-toed way, without any preliminaries. He found them full of prejudice, but willing to listen to him be-

cause he was "right out about it and didn't try to be slick, the way most city men did."

He found that the old folks had hazy and distorted ideas about life insurance—that their opposition was to what they supposed it to be and not what it really was.

So, learning that they had money in the bank, he told them that the insurance company was just a big bank, only with some special privileges to depositors. They studied the thing carefully, asked a great many questions, and finally understood it. Then they wrote their permission—and added to it their advice—to Henry to go ahead and take out that policy.

Henry was a little dazed when Hull showed him the letter the next day, but he was game, and Hull wrote the policy.

## A Sermonette

By MILTON BEJACH

**W**E ARE a part of all we have met."

I saw these words the other day, painted on a factory wall in a town in southern Ohio. They've stuck to me and generated the steam I'm working off here.

"A part of all we have met."

That takes in everything—our mental, moral and physical nature.

All I want to talk about here is our mental nature. I'm going to apply it to salesmanship.

You all know that the more a man learns the better able he will be to grapple with the problems of the mind. Learning makes a man confident; it gives him poise and stability.

There is a learning not to be had in books.

Every one of you men who each day fight the battles of system are reading the pages of the greatest of books—the title of which is human nature.

The first time you approached a man you were timid, ill at ease and the chances are you failed to make an impression. But you read the lesson of the first page of the book of human nature correctly and now you know how to approach a man.

My argument is that some of you have stopped learning. Some of you have stopped reading the biggest and oldest book in the world. You are taking for granted that you know all about human nature—you've finished your schooling.

That's where you are in error.

You forget that all books are subject to revision.

In the book of human nature, the fundamentals are the same and will be to the end of time or we're wiped off this sphere by the tail of a comet—but there are revisions, every year, every month, every day.

At bottom, human nature is the same today as it was when Eve tempted Adam and the serpent learned all about our first mother. But the arguments that would have moved Adam will not move a man today. If you tried to use them you'd be caged in a padded cell.

You get my meaning?

Therefore, take in everything you can so that you may be able to give out more.

Become a part of all you meet that you may become wiser, gentler, more loving and better able to do the work assigned you here.

# How to Find and Travel the Royal Road to Success in Life : *by* H. D. Brasefield

*Professor Brasefield has spent a number of years in the study of educational problems. He is a graduate of Lafayette College, and has taken special work at Princeton, and Harvard, and Chicago Universities, as well as higher schools of learning on the Pacific Coast. At one time he made a tour of the special schools of America, studying their methods and results. He is at present professor of mathematics in the Fremont High School at Oakland, California, and is still studying education. In this article, he gives some of his views regarding the relation of education to the success problem. Our readers will perceive that he is a Sheldon graduate and a thorough believer in the A R E A philosophy and science.—Editor's Note.*

SEVERAL years ago, a friend of mine who was a Hoosier by birth, instinct, manner, and speech, told me the following interesting story which will afford a suggestive starting point for what I have to say to you at this time.

In a little backwoods cemetery he found on a tombstone this epitaph:

"Remember, friends, as you pass by,  
As you are now, so once was I;  
As I am now, so shall you be;  
Prepare for death and follow me."

What impression this epitaph made on those who came and saw and went on their way no one can tell. One, however, after carefully reading it, took his pencil and wrote underneath these very significant words:

"To follow you I'll ne'er consent  
Until I know which way you went."

His position is an important one for us to take as we consider this subject of the Royal Road to Success.

If it is a road that we each shall desire to travel, we have a right to know where it will lead us and what will be the results of our experience along the way.

## Every Man His Own King

In speaking of it as a royal road, let it be borne in mind that it has been so characterized not because it is open to the travel only of those who may belong to the royalty, but because it brings to the traveler along its way those characteristics which we naturally associate with the idea of true nobility such as determination, courage, perseverance, that never-give-up spirit which enables its possessor to accomplish that which he undertakes.

It is always well, in the consideration of any subject, to have clearly in mind what is being talked about.

You will recall from your school-day history the experience of Webster in the famous Webster-Hayne debate.

Colonel Hayne was the senator from South Carolina.

Congress had seen fit to levy import duties on manufactured articles coming to us from abroad.

This resulted in special protection to the manufacturing element of our population and it appeared to be a discrimination against the agricultural element.

A great mass meeting had been called in the City of Charleston and resolutions had been passed declaring that the law was unconstitutional, and that if the Federal authorities should attempt to enforce it, it should be resisted by force.

Colonel Hayne was in entire sympathy with this idea of resistance by a state of the national law if, in the opinion of the state, the law was a bad one. In other words, here was a manifestation of that spirit of state rights which afterwards led this country into the throes of the Civil War.

Colonel Hayne had all the polish and winning eloquence of the Southern orator. He had succeeded in so appealing to his fellow senators that as he sat down, those on the floor and in the galleries considered that there was nothing to be said in reply.

The great Webster from Massachusetts, who rose to answer as the champion for the government at Washington, quietly and deliberately asked that the question of the debate might again be reread by the clerk of the Senate, and pointed out in his

opening sentences that Colonel Hayne, in his great flights of oratory, had failed to touch the essential point in question. By so doing, Webster broke the spell that had rested upon the minds of senators and those in the galleries and was able to lodge, with convincing power, his arguments as to the rights of the federal government, so that at the close of his memorable address the senate stood with him in reaffirming the right of Congress to impose the tax.

Much of the debate of today in our political life, much of the discussion that arises in meetings to consider the welfare of the community, would be all brought to naught if at the very outset an effort was made to have a clear understanding of the question under consideration.

#### And What is Success?

With this idea, therefore, I desire to give you a definition of success.

I shall not take the suggestion of our friend, Josh Billings, who remarked in his facetious way that "Success consists not in making no mistakes, but in not making the same mistake twice;" but rather that of our friend Sheldon, who has said that "Success is the attainment and preservation of a legitimate and practicable ideal."

We may get further light for our consideration if we will look into the fundamental meaning of the word.

There is a wealth of suggestion, of idea, of thought, oftentimes locked up in the root idea of the words having come to us especially from the Latin peoples. It would be well for you to bear in mind, if your attention has not at some time or other been called to it, that our English language is a composite; that while our shorter words, as a rule, have come to us from the Anglo-Saxon, the longer words have come to us, in the main, from the Latin, having been brought over and incorporated into the language at the time of the Norman invasion under William the Conqueror, at which time Latin became the language of Church and State.

Our word success comes from two Latin words: sub and cedere, which mean—to go under; the idea in success being that the individual has gone under the whole proposition and is carrying it upon his shoulders whithersoever he will. We have the same

idea suggested to us from Greek mythology where the picture is given us of Atlas bearing the world on his shoulders. And so it is with the man who succeeds; he finds his way under all obstacles, be they mountain high, and raising them as it were on his shoulders, bears them away with him as Atlas is represented carrying the world.

You will realize what devotion to an ideal will enable a man to accomplish in the face of obstacles seemingly insurmountable if you will read Peary's own story of his efforts to reach the North Pole, covering a period of twenty-three years, which were at last crowned with success April the 6th, 1909. He says that for the thirty hours that he spent at this point where it is either constant day or constant night, and saw Old Glory floating in the breeze, he was filled with ecstasy beyond all description. And as you read his story, and in a way live over the many experiences with him, a like thrill takes possession of you. His motto through all these years is very significant—"Find a way or make one." He did the latter and achieved Success in the realizing of his ideal which had been his inspiration for a score of years in accomplishing that which a score of daring explorers had undertaken, coming from many nations, and the period of their attempts covering a full four centuries.

The story of Peary is but one of many, and all help to enforce this point—that the man who succeeds must get under or around every obstacle and by determination and perseverance bring to pass that which is the burning desire of his life.

#### An Idea that Lifts

Let us now, for a moment, take up the several ideas incorporated in our definition. Here, as is often the case, it will be well for us to take the last first and the first last.

Success is the attainment of an ideal. If we take that word "Ideal" we can separate the last letter and that will leave us the word "Idea," and the last letter will suggest to us many words, and among them the word "Lift." By putting these two together, we can define an ideal as an idea that lifts.

In every walk of life, whatever it may be, each one of us as we consider our rela-

tion to it will find ourselves holding in mind ideas with reference to it which are larger than the things that we are realizing. Whenever we give consideration to an idea which is larger and better than that which we have yet realized, we have set up within our minds a power which will lift us up out of the way in which we have been going.

Success, then, has for its first characteristic the holding in mind of an idea or ideas which lift us up and broaden us out, thereby preparing for a larger and better field of activity.

Success, therefore, is primarily a mental thing.

"As a man thinketh, so is he."

Does he want to be a success physically?

He must think of himself as being broader-shouldered, deeper-chested, stronger-muscled, firmer-nerved, with purer blood coursing through his veins. He must see himself in the ideal as a well developed, strong, physically vigorous type of man.

Would he succeed mentally?

He must see himself with a well organized, well disciplined mind, stored with knowledge which he has gathered through effort more or less arduous. He must see himself with a grip on this knowledge so that he may be wise, that is, have the power to use it when it will accomplish for him the best that can be brought to pass. If he would succeed, he must see himself possessing those qualities of soul, that element of faith, of enthusiasm, of loyalty, of love and of reverence that will cause him never to waver and under all circumstances to meet determinedly every obstacle.

He must see himself going forward confidently, eagerly, and with assurance.

If he would succeed, he must see himself acting as a man of success.

In other words and in short, to be a success he must treasure and find his inspiration daily in an ideal of success. The contemplation of this ideal will beget a feeling of success and the thought and feeling of success will cause him to act in such a way as to make success possible. This will bring about the beginnings of realization.

This brings us to the next idea in our definition, namely, the attainment of this ideal.

#### Too Much Failure

Manifestly, this will under some circumstances involve time. It will not be the work of a day. It will take years, and with every act of accomplishment the ideal itself will enlarge and bid us to a still larger achievement.

As the ideal enlarges, there must be a preservation along the line which has already led to the measure of success.

Here is the virtue—the positive—that is needed by so many today. Having initiated, and in a measure realized in the way of achievement something of that which they have desired to accomplish, they have failed to exercise the faculty of stick-to-it-iveness.

The records of the business world show very clearly that only five out of every one hundred who launch business enterprises are permanent in their success.

Twenty-five or thirty per cent realize a goodly measure of success for a few years, say five to ten, and a further fifteen per cent only get started. They do not even realize what might be called a measure of attainment.

But five per cent is too small a number of every one hundred who engage in industrial or commercial enterprises; and when we have traveled the royal road to success and learned what is expected of us in order to entitle us to continue as travelers along its way, and shall study these principles more closely and with our study shall make continued application, we shall find that this percentage will rapidly increase until there shall be only five per cent of failure instead of five per cent of real success.

#### Service an Essential

Attainment and perseverance are not enough to entitle one to consider himself a real success. The idea that is being exploited must be a legitimate one and a practicable one; one which, within reasonable limits at least, fits itself into the community life in a beneficial way, one that will have a claim upon the community life

for support because it yields in return to the community definite results of a practical character. In other words, it must render service.

With this discussion of the definition of success before us, now the way is clear for us to find and consider the principles which, when put into practice, will guarantee success whatever may be the walk of life.

We need to keep in mind that life is **LIFE**, and that individuals differ in their social activities by the use of the channel of expression of this life current.

Whatever, therefore, are the principles of true living, if put into practice seriously and persistently, they guarantee to each and every one definite, positive, successful results.

There are two principles which we must consider at the outset—we might think of them as introductory principles—the one we might call the law of harmony and the other the law of mutual benefit.

The first must be called into play in whatever institutional relation we may find ourselves, in order that there may be among all concerned that team work spirit which we see exemplified oftentimes in the desert mining districts, where the great teams of horses or mules—a dozen or a score—working together, draw the great loads of supplies. When each and every horse or mule moves at the call of the driver and the crack of the whip, the great, ponderous wagons move with ease; but when one, and still worse if more in the team hold back or refuse to move, then we find that the efficiency of the whole team is reduced and even may be brought to naught so that the wagons remain unmoved. This law of harmony is one that has been too little recognized in our individualistic age with its competitive spirit, but it is one which is coming into play more and more as the spirit of true co-operation is recognized as the better way for the working out of our industrial and community problems.

#### The Idea of Service Again

The law of mutual benefit is its natural counterpart. The word "benefit" means "to do well," and the idea in the two words "mutual benefit" is the doing well by all concerned. It implies the "square deal"

philosophy which has been made famous by that greatest of living American citizens, our friend Roosevelt, of whom someone has said that he sometimes leads the simple life, sometimes the strenuous life, but always the efficient life. And we all know that in the brief span of less than a half century, his life has been one of the most efficient ever lived by a citizen of this republic. This is because he has recognized, to a large degree, this law of mutual benefit, and has sought in all of his dealings the well being of all concerned. This also is service.

It is now well for us to pass on and approach this idea of success from a somewhat different viewpoint.

These are the days when the commercial spirit is still abroad in the land, and the days to follow in this greatest of centuries will probably find this spirit largely abroad, when men are prone, with reference to every proposition, to ask: what will it pay? Or, to put it another way, to ask: what is its value to me? This, too, in a sense, we may say is society's question of every individual—What is the value of the individual to me? And society's answer determines the degree of success the individual can hope to achieve.

If we consider the value of the individual, we find at once that it is not enough for him to be passively good; he must be good for something; for something definite, something that will contribute to the well being of his fellows; and we shall find, also, that in the doing of that something good he must be able to so render his service as to do away, to a large extent at least, and better still, altogether, with the supervision of any of his fellows.

#### The Measure of Value

In any institution, be it society at large or a subordinate part of our social life, or an institution commercial or industrial, the value of the individual, other things being equal, depends upon the measure of the supervision which that institution is called upon to bestow upon him.

We all know, who have had any dealings with our fellows, in the relationship of employer and employe under whatever conditions, that he was the most valuable to us in the undertaking to whom we had to give the least direction and the least attention.

If this supervision can be reduced to nothing, then the individual reaches the maximum of value. Thus we can see that the success of anyone in any undertaking will be conditioned largely upon the amount of supervision that may be necessary in connection with his work.

At once, then, the question arises, what is the root cause of this needed supervision? and this may be answered—it is due to error—the liability to error. And this liability to error finds expression in the failure of the individual to do what he ought to do for the successful accomplishment of his undertaking or in the inability to do rightly all that he undertakes to do.

The errors being committed for one or the other of these reasons necessitate watching. This watching must be done by those who are the more experienced, and this adds to the expense of the undertaking and necessarily thereby reduces the value and consequent success of the one who needs the watching.

#### Hunting Down the Source

We may then ask ourselves the question, why should these errors occur?

A careful study of ourselves will soon lead to the answer. We shall find that there are in our makeup two classes of elements, and these, taking the suggestion from our friend Emerson who said that all Nature is shot through with duality, may be characterized as positive and negative.

This is done not only to distinguish the one from the other, but also because of the fact that the possession of the first adds to one's efficiency, to one's ability, while the other subtracts. It might be well to suggest a few of these positives and negatives, for in so doing we shall see at once how the possession of the positives would do away with this needed supervision while the possession of the negatives would make it necessary.

I have grouped them, so far as possible, under the various letters of the alphabet.

From the "A" group, take the positive—activity; its negative will be inactivity.

From the "C" group, take carefulness, and its negative—carelessness. Also from

the same group, the positive—concentration, and the negative—scatteration.

From the "E" group, take efficiency and inefficiency.

From the "H" group, take honesty and dishonesty.

From the "O" group, take originality and its negative—imitation.

From the "P" group, take the positive—politeness, and its negative—rudeness.

From the "R" group, take the positive—recollection, and the negative—forgetfulness.

From the "T" group, the positive—truthfulness, and the negative—lying.

These will serve as examples of what I mean when I say that there enters into our makeup two lines of elements: the first, as you see in each case, being of a character which adds to our worth; the other of a nature which takes from our worth.

The possession of the former, you also see, would enable us to do our work with the minimum amount of supervision, while a preponderance of the second would necessitate a great deal of supervision.

Not only is this dual character to be found in our own makeup, but in nature about us. We have light and darkness. We have heat and cold. And we also are familiar with the fact that to bring about a decrease of darkness we only need to increase the light. We cannot eliminate the darkness, do away with it, in any other way. It is not possible for us to cut it up in chunks and throw it out of the window; but by the introducing of the stronger and stronger light, in other words, by bringing in the positive element, we by the same act cause the disappearance of the negative.

Now, inasmuch as supervision depends upon the relative strength of the positive and negative elements in our character, the line of procedure in order to decrease this need of supervision is clearly evident. Develop the positives. With this development will come the disappearance of the negatives, and with the disappearance of the negatives there will be the disappearance of these errors, errors of commission and errors of omission; and with the dis-

appearance of these errors is done away the needed supervision.

#### Education to the Rescue

The process of developing these positives, which so happily results in the elimination of the negatives, has been characterized as education.

It would be well, at this point, to bear in mind that education is not a synonym for school training.

There are many who have never darkened the doors of a school who have been well educated. The history of our own country will furnish us a number of bright and shining examples of this statement. I need only point you to the one who by many is considered without a peer in our American citizenship, either of the past or the present, Abraham Lincoln. He was well educated, but he was not well schooled.

Education means the leading out of the positive qualities of one's being.

Every experience of life and every phase of social life, the home, the school, the state, society, as we popularly understand that word, and the church; every form of industrial activity that we may be engaged in; every association that we may have—all are educating factors in leading out something, some quality, some element. If that element is positive, it is for our good and that of our fellows; if it is negative, for our misfortune and the hurt of our fellows.

#### Education Not Schooling

The old idea that he only was well educated who was well schooled is fast giving way, and it is being seen very clearly that while school may be a tremendous factor in one's education, it does not necessarily follow that it will be so.

And it will be so only to a limited degree until the ideal of the school is changed.

Here are words which very significantly characterize the school as it was, as it is and probably will be for some time to come:

"Ram it in, cram it in,  
Children's heads are hollow;  
Slam it in, jam it in,  
Still there's more to follow—  
Hygiene and history,

Astronomic mystery,  
Algebra, histology,  
Latin, etymology,  
Botany, geometry,  
Greek and trigonometry—  
Ram it in, cram it in,  
Children's heads are hollow.

"Rap it in, tap it in—  
What are teachers paid for?  
Bang it in, slam it in,  
What are children made for?  
Ancient archæology,  
Aryan philology,  
Prosody, zoology,  
Physics, clinicology,  
Calculus and mathematics,  
Rhetoric and hydrostatics,  
Hoax it in, coax it in,  
Children's heads are hollow.

"Rub it in, club it in,  
All there is of learning;  
Punch it in, crunch it in,  
Quench their childish yearning  
For the field and grassy nook,  
Meadow green and rippling brook—  
Drive such wicked thoughts afar.  
Teach the children that they are  
But machines to cram it in,  
Bang it in, slam it in—  
That their heads are hollow—

"Scold it in, mould it in,  
All that they can swallow.  
Fold it in, hold it in,  
Still there's more to follow.  
Faces pinched, sad and pale,  
Tell the same undying tale—  
Tell of moments robbed from sleep,  
Meals untasted, studies deep.  
Those who've passed the furnace through  
With aching brow, will tell to you  
How the teacher crammed it in,  
Rammed it in, jammed it in,  
Crunched it in, punched it in,  
Rubbed it in, clubbed it in,  
Pressed it in, caressed it in,  
Rapped it in and slapped it in,  
When their heads were hollow."

We are beginning to realize that heads are not hollow, and that truth cannot be rammed in and jammed in, crunched in and punched in, rubbed in and clubbed in, pressed in and caressed in, rapped in and slapped in; when we come to understand more and more the true principles of growth.

The soul is that part of our being which makes the blood circulate, the nerve tingle, the muscle move; that part of our being which makes us what we are, and which, while in them is more than these bodies of ours.

This education means the development of these positives which will result in bringing about that quality of reliability which is so much needed in our community and social life today. But one might have endurance and ability and reliability; he might, however, be of a passive character; and there is need, through the development of the positives of the will, of that dynamic force, that getting action, so that there will be definite and sure accomplishment.

#### The Philosophy of Action

We can now well say that he, who by a system of education develops the positives and secures for himself these characteristics of endurance, ability, reliability and power of action, is truly educated and will need little or no supervision, and therefore will be of the maximum value in every undertaking of the community of which he is a member. These qualities will express themselves primarily in doing things.

This is the age when the doer is coming to be more and more reckoned as the successful type of man.

You are familiar, no doubt, with the story which comes from San Francisco of the famous reply of our friend, John Chinaman, to the query as to why the American fleet had been so successful at Manila under Admiral Dewey. His answer is most suggestive of what is necessary to constitute success in any undertaking, for he said: "The Spaniard, he all talkee, talkee, while Melican man, he all Dewey, Dewey."

It is the doing of things that is desired today, and the talking that is being received gladly is that which is based on experience, that which has back of it and under it and around about it accomplishment to which the speaker can point as the basis of all his assertions.

#### Health an Essential of Success

And now there remains only for us to see, having considered the principles which make for success, the elements into which we can resolve success.

The scientist, passing the ray of light through a small aperture into a prism, resolves it into its component parts which we know as the solar spectrum, made up of

seven distinct colors—violet, indigo, blue, green, yellow, orange and red. So the philosopher, passing the idea of success through his mental prism, resolves it into five elements:

The first would naturally connect itself with the physical side of our being—health—which is a fundamental component of true success.

How often do we see in the daily papers the notice of the sudden departure of someone from professional or business life right at the zenith of his achievement. We instinctively have a feeling of regret and there is something within us that protests that it ought not so to be. If it should be our privilege to know the habits of life of the one who has gone on into the beyond, we would find in every case that in his zeal for achievement he had been indifferent to the claims of his physical nature.

The laws which govern eating, sleeping, drinking, breathing, resting, recreating, exercising, have all been violated, and as a result, when he was in need of that particular positive—Endurance—he failed.

#### Live for Two Hundred Years

Further, it is not enough to have health today or tomorrow. In our busy, complex, strenuous century, we need to have that health for a long period of years if we are to accomplish permanently any work that can be called a real success. Physiologists tell us that the period of complete maturity for a human being is forty years.

From the study of animal life, it has been found that the period to maturity is to the period of normal life as one to five. On the same basis, the human being has a potential run of life of two hundred years.

Today's statistics show that the best average is about forty-five years, and we know that daily many of the most energetic and valuable and best prepared men are passing away at about this average age.

How much better to have lived more wisely, and to have remained here doing their work for a longer portion of this possible two hundred years.

It is not a vain hope for us to entertain that the time will come when we shall so have learned the laws that make for efficient life, and that we shall be so concerned



as to put them into daily practice, so that the major portion of this period can be lived here upon this earth.

#### Social Side of Success

Having health, having years of life many more than three score and ten, one would only feel, at least during the latter period of his life, that he had realized success provided he enjoyed the honor and respect of his fellows.

Man is a social being. He is part of the great social order. At present, he finds himself in one or more groups that are a part of his life, which daily influence him and are influenced by him, so that they are a part of his very being.

Dr. William James, the noted psychologist, says that everything that in any way becomes connected with us in our experience becomes, as it were, a self, and that our self in its entirety is made up of as many separate selves as we have interests; and whenever one of these selves is lost, or in any way shows a loss of confidence, it brings a sense of loss. In no way is this more keenly felt than when one who has faithfully labored for years and built up many helpful and pleasant associations, finds himself, because of mistakes, to have lost the confidence of those with him in those associations and traveling largely alone—deserted by those selves which have been such an important part of his daily existence.

To live one's life long, and to live it so that one enjoys the confidence and respect of the group or groups in which he spends his life, is one of the great elements of true success.

We see, too, that education is development and that its processes are nourishment—the filling in of useful knowledge, not in any fragmentary way, but in a very definite and related way—and use—the leading out in expression, in deed doing as well as word speaking.

We see that this twofold process must be constantly called into play.

As a result we shall have a system of education that will result in the drawing out of the positives of the body, making for its endurance, the power to stand the strain, the power to stay in the game until it is won; in the development of the posi-

tives of the mind, giving that quality which we so well understand, if we cannot define, when we speak of "the able man"; the man who can think clearly, who can take under consideration a given situation and problem and by keen analysis possess himself of the essential facts, and then seeing clearly the line of solution, determine on a line of conduct that will bring about the desired result. It will mean the development of the positives of the soul, that phase of our being which the poet had in mind when he wrote those memorable words:

"Life is real, life is earnest,  
And the grave is not its goal.  
'Dust thou art, to dust returnest,'  
Was not spoken of the soul."

#### "The Needful"

And then, a man needs money.

To have lived a life of years, and to be able to point to his life as a successful one, he should have financial resources; for unless he has achieved in this line as well as the others, his life will be largely limited.

Today, at least, money is necessary to the accomplishment of any purpose.

There is nothing fundamentally wrong in the possession of wealth. Here, as in everything else, the question is the way in which it is achieved and the use that is made of it after it has been secured. Finally, to sum it all up in one word, success means happiness. Man's chief business in his present existence is to be happy. And he who serves best not only profits most, but is happiest.

Given health, long life, honor, money and happiness, who would hesitate to say that he had truly realized success of whom these things were true?

Let me close now with an illustration: A small boy had been given a pair of bantams by his father. He eagerly awaited the time when on going to the barn he should find the egg laid by the little hen. But on at last finding the egg, it was with disappointment because of its small size. And when, after several days, there was no change in the size of the product, he was almost discouraged. His parents were believers in the power of suggestion, and he had heard discussions on the subject at the table during the meal hour.

One day his father, on going to the cabinet where he had some choice relics, found that the ostrich egg was gone. He was sorely concerned, and on going out to the barn he happened to look above the place where the bantam was wont to lay her egg, and there he saw the ostrich egg and on it a placard with these words: "Keep your eye on this and do the best you can."

Perhaps it may be that by this time you feel that I have handed you, not a lemon, but an ostrich egg—something beyond you—an ideal too large for an appreciable realization by an ordinary human being. Let me say, even though you feel that this is an ostrich egg, as the little boy advised his bantam—"Keep your eyes on this and do the best you can."

## Making the Direct Appeal

By GLENWOOD S. BUCK

**YOU CAN** turn man's natural egotism into dollars.

This way.

A fundamental fact which you should put to use in your advertising is:

John Smith is always more interested in himself than in you—or anyone or anything else.

Then make your appeal to John—directly and personally. Don't begin next Sunday's rug ad with:

Our Great Rug Sale Is On.

John is not especially interested in you or your store—not, at least, until you have made him so, through an appeal to his self interest. Try this:

Your Chance To Get a Whittal Rug At Small Cost.

Better, isn't it? It appeals to John, directly and personally—to both him and his pocketbook, one and the same thing in this case.

Last Wednesday you used a heading something like this:

Our Immense Stock of Spring Rugs Open for Inspection.

Now see what just a slight change will do. Thus:

For Your Inspection—Our Immense Assortment of Spring Rugs.

On the same day your competitor used a heading after this fashion:

Splendid Value in Rugs.

A bare, bald, bad statement—cold and heartless. No wonder he grumbled at the returns.

Out of pure pity I thought of suggesting for his next, this one:

These Rug Prices Mean Dollars Saved To You.

Clear, is it? Why not then, use the direct appeal—"you" not "our," "your" not "my."

Or at least use the direct command with the "you" implied—like this:

Buy Dependable Furniture—Under Our Selling Plan.

Which of course means "You buy dependable furniture, etc."

Oh, these are little, unimportant things, you say.

Little, yes, but not unimportant.

At least, they are not deemed unimportant by the men who are making serious and successful work of their advertising.

It is just these little things that mark the difference between success and failure in advertising—and other things.

If you think this one is important just try it a while and give yourself a demonstration as to how big some little things can be.

Perhaps it will show you why some of your previous ads, which you were sure would be "world beaters" did not bring the expected results.

And perhaps it will show you that the fine, subtle, psychic things are not to be overlooked by the man who just must make his advertising make good.

# Cleopatra Conquers Caesar Conservatism

## The East Waking Up : *by* Thomas Dreier

**W**HEN CLEOPATRA, who represented a line of Egyptian Deities, tried to land Cæsar as a regular customer she went up against a defense that was a winner. She couldn't get by the red-headed Irish office boy who sat gorging himself with a Nick Carter story outside Mr. Cæsar's private office. She tried to smile her way in, but the young Irish friend of a fracas had just been reading how his hero had been handed a lemon by a dark lady, so he was taking no chances.

Cleopatra immediately saw that her approach needed repairs, so she signalled the porter to tote her samples back to the hotel. She immediately went to her room, rubbed her face delicately with chamois, tipped her Merry Widow a little more rakishly to one side, and then sat down at the marble topped table to dope out another plan of campaign. She realized that this Cæsar person was likely to be a great consumer of her line of staples and she knew she could never look the sales manager in the face if she fell down.

Suddenly her face set with resolution. Taking a farewell glance at herself wearing the Merry Widow, she drew out eighty-two pins and eventually succeeded in transferring the hat from her head to the bed. Then she rang for the porter.

"Sam," said she when that functionary arrived, "I want you to wrap me up in this rug and tote the whole blooming outfit down to Mr. Cæsar's private office. Don't let anyone stop you from getting inside the private office. Tell everybody that this is a special rug presented to Mr. Cæsar for his personal office use by the owners of the building."

And it was so done. Cleopatra got inside and everybody that knows anything about history knows that Cæsar was immediately convinced that his old favorite Dago brand could not hold a candle to the Egyptian offering.

That was one of the cleverest sales in history.

As an approach it graded one hundred per cent.

Cleopatra ought to be called the patron saint of salesladies.

Cæsar, like any conservative, had to be tricked into looking at the samples, but when he once became a customer he stuck like a yaller dog to a coon.

The East is conservative, so I have been told. And a true conservative is a man who is standing in boiling water and refuses to jump out for fear that he will get into water of a higher temperature.

That's the East.

To introduce new ideas one may use the ordinary western method of playfully setting off a ton or two of dynamite in the nearest vacant lot, ride a bucking broncho into church, or make what the Indian calls "Heap big noise." Then when the crowd gathers one might tell them about some new plan for doing things.

After one had orated for a month or two, he would hear, if he listened carefully, Banker Gadzooks telling Drygoods De-Long that Mr. Liveone's plans were probably very good—very good indeed—but that they would never work "in our town." "That's so," sorrowfully assents D. De-Long, looking sad because the gods had so cruelly arranged things.

"Why can't these plans be adopted here?" asks Liveone with a whoop.

"My dear sir," patiently and kindly explains the easterner, "these things cannot be done here because they were never done here before."

There you have it.

I was told of a westerner who visited the East some time ago and during his visit talked with an easterner that posed as a booster. The westerner told of the different ways in which they stirred up cities out in what he called God's country.

The eastern man sat pop-eyed. "Great plans! Great ideas!" he ejaculated. "But we couldn't do anything like that here."

There you have it again.

But don't get the notion from this doleful introduction that the East is slow. It isn't. It is conservative. There's a difference. When a conservative really gets started he is like a locomotive eloping with a string of freights down a mountain.

For years the West has been calling. The West has proven the scientific truth of that statement, "Ask and ye shall receive."

Eastern men and eastern capital made the western deserts blossom like the rose. These young men who left the East got away before the dread disease of conservatism poisoned their blood. Eastern capital followed them for the same reason that the calf deserts the home pasture for the distant hills that look greener. These men were too close to Opportunity at home to recognize the lady, but the western Opportunity looked as kissable as the third girl from the right in the second row of the chorus always looks from the sixth row balcony.

But of late the East has been trying to keep out of the class in which we find Ireland—the place from which Irishmen are said to come. Ireland has sent her strength away. The East wants to avoid suffering a similar fate.

President Brown of the New York Central lines is not at all adverse to building up a bigger freight and passenger business for his lines and he is out with the statement that the East is the land of opportunity. He tells of the rich farm lands that can be purchased for a song. I recently heard Gerit Fort, general passenger agent for this road, tell what a gloriously rich opportunity for farmers the East offers.

All over New England business organizations are getting awakened. These associations were formed years ago for the sacred purpose of banding the merchants together to fight unto the death any nefarious and bloodsucking special trade boosting plans, or else the merchants met at the city hall to pledge themselves until death overtook them to resist any and all attempts to use the main streets of their cities for grazing purposes during the regular business hours.

Now they are beginning to do things.

Springfield, Massachusetts, has a Chamber of Commerce that is a winner, while Worcester can give many western cities a

lead of four laps and still win in the boosting game. The Boston Chamber of Commerce is one of the greatest in the country, ranking with that of Cleveland and the Association of Commerce of Chicago. President Rothwell is a man with the mind of a master. He has true cosmic vision in his outlook upon the plans for building a greater Boston.

In Pittsfield, in the heart of the Berkshires, the business men are just getting the stride. They haven't done anything to make any noise over, but they can write in their log each day, "We sailed westward which was our course," just as that great salesman, Chris Columbus, did years ago. What I mean is, they are on their way and act as though they were going to arrive.

The secretary of this association is George Henry Cooper, an easterner with the soul and the hustle and the nerve of a westerner. He realizes that his city can become great industrially and socially only when the leaders work together in harmony toward one common end.

Just now he is leading a strenuous life managing weekly luncheons at The Wendell (This is free advertising for Luke Minahan) and in raising money for a Pittsfield book that tells of the glories of this famous Berkshire city. One hundred and three business men sat down at one luncheon and the average attendance is probably seventy-five.

Speakers from abroad and from the city give talks which vary in grades of goodness, being like Kentucky whiskey to the Kentuckian who said all whiskey is good but that some is better than that.

But the main feature is the getting-together idea. When you can get folks together and feed them well, they are sociable, friendly, willing to converse without the necessity of an introduction worded just as it is on page 73 of a book on etiquette with which all easterners must be familiar if they want to go to heaven.

I can see through this scheme of George Henry's. He and his co-conspirators will show their knowledge of human nature by continuing obedience to the command, "Feed the brute," and after a while they will subtly suggest that they all get together and do something worth while.

Of course when the crowd of feeders is asked to do some real work there will be shrieks from the wounded and gasps from the dying, while Banker Gadzooks and Drygoods DeLong will sorrowfully shake their heads and tell one another that the whole city under the boosting machinations of this Cooper person is headed for the demnition bowwows.

But Cooper is laying his course by the little brook which the poet tells us goes on forever. He can see the time when the men of Pittsfield will really grasp the meaning of the sage who preaches that "that which I do for my city I do for

myself, and that never can I serve others without earning greater profit for myself."

His idea of a weekly luncheon is one that might with much profit be imitated by western cities (names on request). They bring men together, get them out of their rut for an hour, get them acquainted with their fellow businessmen, give them perspective, demolish the selfish grouch and fill them with the Spirit of the Hive.

This is written as a warning to the west. You remember that line of Kipling's, "When you 'ear the East a'calling, you don't hear nothin' else."

The East is getting ready to call.

## The Spirit of Springtime



**H**OW the spirit of bouyant spring stirs in the air—earth and sky are palpitant with prophecy and expectation. Now in very truth has come our resurrection season, the time of our renewing. Our hearts beat to a quicker rhythm, our hopes build castles higher than the towers of Spain, our arms are strong like iron, our souls dare all and daring half achieves. In our confident joy we see visions and dream dreams that lift us to the very gates of God's own heaven. Yet we may not abide content within our dreaming, our bidding of our eager hearts; we are fain for the golden summer of doing, of helping, fulfilling, and, in the end, for joy of dreams come true.

GLEN BUCK

# Need of Professional Training and Standards in Salesmanship : *by* John E. Bullard

**T**HE FOLLOWING story is told of a young lady reared in one of our large cities who was about to spend her first summer in the country. On the drive from the railroad station to the boarding house she noticed a large field of corn, and remarked: "I knew that country people were very stupid, but I would never have believed they were so foolish as to plant such large fields of lilies." This story may or may not be true. It, nevertheless, serves to illustrate the danger of making statements until we know—not simply infer that we know—what we are talking about. "A little knowledge is a dangerous thing" and may lead us very far astray.

For this reason, before taking up the discussion of the salesman, I am going to endeavor to get clearly in our minds what a salesman is. The word implies that a salesman is a man who sells and this meaning it is safe to assume is correct. The dictionaries say that to sell means—to find a purchaser; to transfer to another for an equivalent; to give up for a valuable consideration, etc. They also speak of a man selling his life dearly. Then, according to the definitions, this man is a salesman because he is a man who sells.

In this way we could prove that everyone is a salesman in an amateur way, for at some time he is almost bound to sell something. Every man who is looking for a position is a more or less successful salesman, for he is trying to sell his services.

The strict definition, I believe, is that salesmanship is the profession of selling. That is, the salesman is one who makes it his profession to find purchasers who will give a valuable consideration for his goods. The true merit of a salesman does not lie so much in finding purchasers, as in persuading them that his article is worthy a valuable consideration. The duty of a salesman then is two-fold. First he must find purchasers and second he must show them that his goods are worth a valuable consideration.

The questions often arise—Do we need salesmen? Could we not get along better without them? This is very similar to asking if we need doctors, ministers and lawyers.

Do you realize how little we buy that is not first brought to our attention through some salesman—either the advertising man or the personal solicitor? The advertising man is certainly a salesman for it is his profession to use his pen and brush with the one end in view of finding purchasers and in showing them that his goods are worth a valuable consideration.

One of the greatest blessings to the home and one of the strongest stimulants to thrift is life insurance. How much would you now be carrying if there were no life insurance agents to educate you up to the value of it and show you that it is worth a valuable consideration? The common use of the automobile, the phonograph, the piano, the sewing machine, the typewriter, the telephone, the electric light, and hundreds of other comforts or necessities that a hundred years ago were unheard of, or considered as luxuries, is entirely due to persistent salesmanship.

You may claim that we would be better off without them. That is a question of whether or not we should like to change places with our grandparents. Should we rather live as we do in comparative luxury on eight hours a day of work, or with the bare necessities of life and twelve hours a day of work? Without salesmen we should still be where they were. How could we use new things if there was no one to come around and tell us how good they are and teach us how to use them?

Without salesmanship we should have no large industries. No concern can grow without purchasers, and to get many purchasers it is necessary to go out and find them. To find them it is necessary to send out salesmen and literature to teach the people the value of the goods and the best way to use them.

You see the salesman is as necessary to commerce as the missionary is to the

growth of religion. He must go constantly to new fields and gain fresh converts. Otherwise the business will not grow but will run a danger of deterioration and gradually going out of existence.

#### **A Civilizing Force**

Salesmanship can make a very small insignificant firm grow into an enormous concern. It can organize trusts, bring about mergers and make it possible to buy material in large amounts and turn out large numbers of exactly the same article, which means more profit for the labor expended. One who has worked in or had work done in a machine shop or has ever gone to the printer for a consignment of cards or circulars can see the force of this.

If you go to a machine shop to get a special machine built, you will find it will cost you several times as much as a very similar machine turned out in large quantities and at a large profit by a large manufacturer. Why is this? It is because, to make that one machine, skilled machinists demanding good wages had to work on every part of it. When turned out in large quantities a greater part of the work can be done by automatic machines tended by boys or unskilled labor. The skilled man is now looking after and making these machines to make your machine. The result is an enormous saving in time and cost of production which gives more profit to the manufacturer, shorter hours and more pay to the wage earner, and more of the comforts of life to us all.

#### **The Guardians of Prosperity**

The sales force is a commercial army. The leaders are often called captains of industry and from these men down we have all the grades to the common private who goes from house to house ringing door bells. This is the only army that can repulse the attack of the enemy "hard times." It keeps the money of the country in circulation. It keeps it working and as long as all the money is working there can be no business depression.

Money is a good deal like the Indians on the reservations. It must have these soldiers standing over it constantly to keep

it peaceful and then it sometimes gets unruly and raises a rumpus.

Now when the Indians go on a "jamboree" we simply detail more soldiers to that locality to quell them.

What is done when money gets out of joint? Send out more soldiers of commerce? In some cases perhaps this has been done, but usually as far as my observation has shown me the soldiers are called in and this unruly servant is allowed to run wild and kill and pillage till it is exhausted and finally comes back to submission after it is fully satiated.

#### **Education for Salesmanship**

There is an enormous number of salesmen in this country. Some are college men, some are machinists, some are skilled workmen in other lines and some are just simply itinerant peddlers. There are none who have been as carefully prepared and trained for the profession of selling as have any of the ministers, lawyers, doctors, etc., for their respective professions. It is true there are excellent correspondence schools of salesmanship, but, until recently, no established college or university with a high reputation, recognized salesmanship as important enough for careful study. Yet how much all the other professions depend upon it.

Why does not some high grade college offer a course dealing with the psychology of selling and gradually build up a course leading to some such degree as Bachelor or Doctor of Vending? The lawyer is carefully trained to win his case. Why not train the salesman as carefully to sell his goods?

#### **Keep the Standard High**

This is the day of economizing in labor and time. In salesmanship too little attention has been given to this phase of it.

There are also too many men practicing salesmanship who have absolutely no license to do so. No man who is of questionable character or who is in any way dishonest should be allowed to practice salesmanship.

It is far worse for the public to allow a dishonest salesman to go free than it is to allow a dishonest lawyer or an incompetent doctor to practice his profession.

The dishonest salesman is infecting the prosperity of the whole country with the very dangerous diseases, distrust and lack of confidence. We can never expect perpetual prosperity till salesmanship is as carefully controlled and scrutinized as are the professions of law and medicine, and till all the manufacturers and other producers realize the necessity of keeping more men in the field when money is unruly than when it is peaceful. Many panics have started from dishonest transactions in the ranks of salesmen.

We often take offense at the insistent solicitor, but when we realize how much good he is doing and how much better he is doing his life work than many members of the better trained professions are doing

theirs we will forget all this and in the future be more willing to learn what this much-suffering individual has to offer us in the way of merchandise and in the way of information. If we listen to his story we are bound to learn something. He will know more about his goods than we do and can usually tell us something of which we have never heard before.

When the salesman has had the advantages of the careful training given to the other professions he will never offend us. He will then always say the right word at the right time and we shall always be glad to welcome him. Then there will be no more bad times. We shall always be prosperous and not be taxed so heavily for the selling of the goods we buy.

## Mistaken Humility Not a Positive

By RALPH BAXTER LARKIN

OVER AGAINST the grumble of the man who thinks he never gets his due is the more optimistic philosophy which holds that a man gets just about all that is coming to him.

You and I have taken lodgings on the sunny side of the street and consequently are not complaining.

We do not expect to get much by waiting. We propose to get something, but we expect to get it by going after it.

Is it true that we get all that is coming to us? With many of us, no. There are multitudes of men with character-qualities which are deserving of far more recognition and reward than they receive. They possess in marked degree some of the great virtues, such as sympathy, honesty, loyalty, industry, etc. All their friends recognize their worth, and know that they ought to be getting more of the tangible compensations of work than they are getting. But somehow the rewards do not come. They struggle on in obscurity and often in distress.

### Where the Trouble Lies

Somewhere in our list of forbidden negatives will usually be found the reasons for their failure. But not always. There are instances in which the failure is due, not

so much to obvious negatives as to a mistaken interpretation of one of the positive qualities. Of course in the end it amounts to a negative but it is not always so recognized.

I refer to the *misunderstood quality of humility*.

We have perhaps instinctively learned to associate humility with backwardness and unassertiveness; to look upon the humble man as one who does not press forward. He is one who holds himself in the background. If he says something, he does not say it boldly—is quite ready to take it back on request. If he so far forgets himself as actually to do something, he is almost sorry that he did it—stands prepared to apologize. In short, he is not much better than an excuse for a man—without red blood.

Such a man, of course, is not likely to win success in salesmanship. It is therefore not impossible that some students of our science may have felt that the quality of humility scarcely has full title to a place in the list of positives. It smacks of the negative, and is apparently the thing which has caused the failure of many otherwise capable men.

Do we make a mistake, then, to keep humility on our list of positives? Why



was it put there in the first place? Was it a formal concession to our fathers, who taught us that humility is a good thing? And is it now allowed to keep its place by sufferance, being in reality a dead letter in the matter of our personal working ideal? If so, we would better throw it out and not permit it longer to hamper our progress?

We must walk carefully here.

As a matter of fact, if we look askance at the grace of humility, it is either because our hearts are not right or because we have a mistaken idea of the quality.

### The Real Humility

Humility is a positive quality, and one of the finer ones. It is a balance wheel, making possible the possession of self-confidence without undue self-conceit. It holds us to sympathy and considerate regard for others, even in the midst of the crush of modern competition.

In fact, humility is essentially another name for brotherly love. It is distinctively a conscience quality. There are times when it may compel one to lose a sale, but its tendency in the large is to gain the esteem of one's fellows, and it is therefore a success winner.

If we are to use our God-given faculties as we ought, we are bound to press them into active service for the greatest possible results.

If we are workers worthy the name, we have something that the world needs, and it becomes our duty to press that thing persistently upon the attention of men.

A false humility will keep us silent.

A true humility—due regard for our fellows—will make us speak and act.

John Edgar McFadyen has spoken this Gospel truth, "If anything could be more tragic than pride, it is a mistaken humility. The proud man injures himself; the victim of an exaggerated humility injures the world, by depriving it of the service he is fitted to offer."

Here is something from Amiel's journal for you to paste in your scrap-book or in your hat or somewhere where it will not be lost:

"He who is silent is forgotten; he who abstains is taken at his word; he who does

not advance falls back; he who stops is overwhelmed, distanced, crushed; he who ceases to grow greater becomes smaller; he who leaves off gives up; the stationary condition is the beginning of the end,—it is the terrible symptom which precedes death. To live is to achieve destruction, against sickness, against the annulling and dispersion of one's physical and moral being. It is to will without ceasing, or rather to refresh one's will day by day."

### Shoot Him!

By Fred Rigg

**S**HOOT him, he is a traitor to his king and country!"

Queen Victoria, of revered memory, is said to have enquired before signing a death-warrant, "Can you say anything in the man's favor?"

Only last week, I heard an employer say, "I'm afraid I shall have to shoot one of my salesmen. He is a hard-worker and gets good results but he is a traitor. I had recently to pull him up sharply and he took his trouble to one of my best customers."

Between employer and employed, friction arises occasionally, but is that any reason, Mr. Salesman, why you should decry your principal?

One of your chief objects in life is to get orders and you need all the help available.

Perhaps you think it is entirely your personality that gains results—but what about the quality of your goods, the standing of your house, the prompt and efficient service behind you? These factors are all considered by the buyer before the account is opened; and these factors are all essential if the account is to be maintained.

Your back-biting will have one certain effect; it will either tend towards destroying the good reputation of your principal or it will tend towards destroying your own.

Shakespeare counsels—

"To thine own self be true,

Thou canst not then be false to any man."

No matter how much effort it may cost you, be loyal.

A good salesman would better cut the "good fellow" out.

A gentleman salesman is the choicest fruit of civilization.

# The Evolution of a Hard Shell—How the Buyer Got His Grouch : *by* Edward Booth

**L**OBSTER? Yes, of course that buyer was a lobster. But not because he turned you down. All buyers are lobsters, so are you, so am I, or, on second thought, perhaps you or I are crabs or clams or oysters even. If we were not we would not be here.

The lobster and his crustacean kin were born with a grouch—likewise so were most of us.

The thing for you to do, Mr. Salesman, is to study the lobster—study the red fellow—hot from the boiler and beplumed with spinach.

You can learn a lot about human nature—more particularly about buying nature, as you wrestle to get the tender meat out of the claw the chef has forgotten to crack.

Why doesn't the lobster let you get to his heart—I don't care which lobster you mean, the red one smoking on the salver or the fat one smoking in the chair?

Whence came that grouch?

## The Original Easy Mark

The way to know yourself intimately and your brother and sisters is to get busy and climb your family tree—on the branches above you—second cousin once removed—the lobster—higher up at the top among the seaweed branches float the jelly fish, the worm and other "easy marks."

Climb up, Mr. Salesman, it is the tree of knowledge for you—this knowledge of evolution is doing a lot for us nowadays—if you don't believe it ask the physician and the chemist, Luther Burbank and the livestock breeders. If you ask them where they learned their "tricks of the trade" you will find them pointing to Darwin, Huxley and Spencer; and if you ask the successors of the latter they will point over their shoulder (the right one) toward that ugly gnarled family tree. If others learned their A B C's and their M N's and X Y Z's, it's about time for us salesmen to take the hint.

So let's go in search of the root of that grouch.

Up at the top of that family tree is a little cousin-distant of ours so tiny we will have to take a microscope to find him and a powerful one at that. His name is Amoeba. There is so little to him that Mother Nature tied it all up in a single sack, so he is classified a one-celled animal. It was pretty hard to call him an animal at all but we find that he has a wee bit of the power of choice—that is will—so there must be a little bit of mind there. And as sales are made in the mind, here would be a good place to begin studying our psychology of the sale.

I really believe Amoeba was about the "easiest" buyer that ever happened. When his senses told him there was something to be bought near at hand he scarcely stopped to inquire but took the flight of steps, attention, interest, desire and action, at a bound. He didn't even wait to move the object to his mouth but developed a mouth on the spot and took the object to his heart immediately.

Frequently he didn't like his purchase. It made him sick at the stomach. But still he would keep on buying and eating everything in sight. Similarly he made friends with everybody and they didn't do a thing to him but punched him full of holes, and let the blood run out and the daylight shine in to his poor little one-cell body.

## The First Case of Grouch

Mother Nature was kinder to the poor chump than he deserved, so she presently fitted him out with a suit of bristles or spines. His neighbors called him a sea urchin. He was an uncomfortable neighbor, not a bit sociable, nobody could get to his heart through his hide, but it was only on the outside.

Then came the lobster and his family. The grouch had developed a good "old fashioned hard shell" by this time, and the lobster had begun to take the hint and grow a grouch on the inside as well. He was a bit peevish as to what he ate, but not very—he would buy anything that would hold still long enough to sell him.

But let us speed up a little bit and come to man.

On the outside he didn't grow an armor plate (though some of his descendents buckled one on about them) nor is his hide as tough as that of the rhinoceros. Still, even physically speaking, you couldn't nor you can't shove your fist through him. He is built to keep things out, and the plan was handed down to him through the centuries.

Remember this, Mr. Salesman: *Man was built to keep things out.* His hide is impervious to liquids even. There is really only one way for physical bodies to get into him—through the mouth; and he has been learning through the ages to keep out more and more things that are not good for him.

Remember this also: Man for centuries has been growing an idea to keep all but a few things out of his body.

Besides the mouth the only doors and windows to the inside of the man are the eyes, ears, etc., and these are for the admission of ideas, not things. So let us see how the grouch grew against the idea; how it too was interdicted.

#### Putting on a Shell Against Ideas

Now we are in Salesman's territory.

The first human salesman was a specialty salesman and he hit the road long before the time Eve sold Adam the apple.

Our original salesman did not sell things at all—come to think of it he was more of a promoter than anything else—he sold ideas. The principal idea he had for sale was "I am the biggest and best man there is in the world." He started out to sell this idea in exchange for spearheads, tomahawks, stone coffee-pots, anything he took a fancy to. But you see the grouch had grown into the buyer's system somewhat by this time, so Mr. Buyer refused to take the idea into his makeup. Really, however, this particular phase of the grouch, the grouch against the entrance of the ideas of another's superiority, originated way back in the Day of the Dog—and before.

But let us look as to why the evolved man should hold to this grouch against the entrance of the idea.

Why should not a civilized man be easily sold an idea?

If you will but look about you you will realize that only weak men take up with each new idea that comes their way. To be sure the grouch is hereditary, but we have seen right along that it was acquired for a reason.

Scientists tell us that the taking of things into the physical body that don't belong there, grow things—gases in the stomach, acids in the blood, ptomaines in the intestines, diseases in the tissues—things that, so to speak, steal our bodies away from us and substitute something in their place.

Just so, every idea that comes along and gets strongly lodged in our minds does not remain dormant but grows and grows. The growth of such ideas can quite change the nature of men.

You and I have seen people start chasing some fool idea—ideas that were literally poison and in a few months they were hardly recognizable.

The strong man cherishes nothing so much as his individuality, his own identity. He has learned through the ages to keep YOU out. He is going to hold on to himself.

There is only one condition upon which the strong man will let an idea or anything else enter; it is "Do I need it, can I digest this, assimilate it, and make it into my kind of stuff, make it into more me as I want 'Me' to be?"

Mr. Salesman, you have got to use more than a gimlet to get through that hard shell.

### Reward of Merit

By Glenwood S. Buck

**I** WILL submit this to the office and let you have a price and the information you desire by 'phone in the morning," and he bowed himself politely out of my office.

But the order was given that afternoon to a young man who could figure the price and who would give me the information wanted, without delay or parley.

And this young man, I have discovered, is now to be given a partnership and a participation in large profits. Rewards of merit are not alone given in Sunday schools.



# The PHILOSOPHER AMONG HIS BOOKS

*It was evidently the divine purpose to make this earth socially a unit, so that the pulse of each land should beat for all lands, the good anywhere developed becoming the common heritage of mankind. Isolation is repression; prison walls, whether made of stone or consisting of mental restrictions, caused by the absence of lines of communication, break society into fragments and arrest progress. We need to draw our mental supplies from every quarter of the globe and from every period of time. The blow we strike should be felt in every country; and the reverberations from the struggles and hopes, the successes, the triumphs and even the failures, on all the continents and islands where man dwells, should make their impressions on our hearts and lives.*

—Lewis Ransom Fiske.

## THE DIMENSIONAL IDEA AS AN AID TO RELIGION

—By W. F. Tyler, Fr. Met. Soc., Assoc.  
Inst. C. E. R. F. Fenno & Company, New  
York.

This thoughtful and thought compelling little book is addressed to those who are mentally so constituted—so the author says—that mysticism as a basis for religion does not appeal to them. He frankly admits that he is one of these himself, so there is a certain sympathy between the author and his readers. That his book is pure speculation he freely admits, but maintains that it is a speculation with a certain basis of reason.

The idea of the author is simply a working out of the old mathematical riddle of a fourth dimension—and a very ingenious and clever piece of work it is, too. But the author has added a fifth, sixth, and many more dimensions, up to the infinite dimensional—God. Briefly, the argument is that if we can conceive of life and intelligence in space of two dimensions—a plane—then any object of three dimensions, passing through that plane, would be known to its inhabitants as sections of that solid, constantly changing in shape, size, substance, and relationships. For instance, a human hand, passing through the plane, would be seen and known first as a mere point—that bit of the longest finger first entering the plane. From that point would grow a section larger, warmer, different in shape, covering, and internal construction. Simultaneously, other points would appear, their places also to be taken by sections, somewhat similar to the first, but different. Finally all these would merge in one large section, also constantly changing its size, shape, etc. While the fingers were in the plane, the inhabitants might not even imagine that these separate phenomena were related—and if they did, of course, it

would be but speculation. They could not prove the relationship, much less conceive what it might be.

“With the help of these considerations,” says the author, “turn now to this world and imagine how, analogically, fourth dimensional bodies would be likely to manifest themselves here. It would appear that a fourth dimensional body passing through this world would manifest itself in a solid varying in shape (or size) and constitution. Vegetable and animal life and chemical change are of this character, and are therefore possible manifestations of fourth dimensional activities. Viewing human life from this point of view, the conclusion may be arrived at that I, as I write this, am merely that section of my fourth dimensional self that happens to be passing through the world at this moment, and that the whole of me from my birth to my death is a fourth-dimensional entity; that the past and the future are past and future only in a three-dimensional sense. In a fourth-dimensional sense both our past and future are present, i. e., both what was, and what will be, is.”

That is not difficult to understand, admitting the fourth-dimensional hypothesis, and it is most interesting.

In the discussion that follows Mr. Tyler takes up miracles—merely phenomena of the fourth dimension not reducible to the laws of three dimensions—, and other manifestations of the so-called supernatural—referable to the same cause. He also states his creed in terms of this fourth-dimensional hypothesis.

Aside from this speculation, the book is illuminating in its discussion of absolute and relative truth, the necessities of the race in its track of evolution, the basis for tolerance in religion, free will, altruism, and spiritual ideas.

**PSYCHIC CONTROL THROUGH SELF KNOWLEDGE—**

*By Walter Winston Kenilworth. R. F. Fenn & Company, New York.*

The charm of this book is the charm of many of the writings of the New Thought cult—its naive cock-sureness, its quiet assumption of having found the answer to all the riddles and problems of the universe. And in this, of course, our good friends are consistent. Within man dwell all the infinite attributes of divinity, including omniscience, therefore from within comes all truth, there can be no half-comprehended truth, no unanswered question—it is all as clear as spring sunlight, as sure as existence.

I read Mr. Kenilworth's book after several hours' study of another work—one in which the writer proceeded carefully and cautiously from premise to conclusion, brought the searchlight of exact science to his aid, supported every statement by acknowledged facts, and made nice discriminations between axiom, fact, theory, hypothesis, belief, and speculation. He devoted his whole book to the discussion of one little corner of one of the minor divisions of one of the sciences. The conclusion of all this effort was valuable and practical, but limited in scope. Reading this book, "Psychic Control," immediately after all that toilsome digging, was refreshing. Mr. Kenilworth and I didn't dig—we flew—or rather, we leapt. Astronomy, geology, botany, mineralogy, physics, chemistry, physiology, anatomy, hygiene, bacteriology, biology, histology, psychology, philosophy, occultism, eschatology, theology, and all the otherologies were as child's play to our soaring souls. Their vexed questions were easily and once for all disposed of in a sentence. There was no unknowable. He would skip along lightly on the solid ground of facts as I knew them, and I could run with him. Then I would see that we were coming to a yawning chasm—an almost bottomless abyss in my poor knowledge—how should we get across? I needn't have worried. A few words from my guide, and the dark gulf closed up without a struggle. It was beautiful, inspiring. But, somehow, when I tried afterward to go it alone, the old chasms were still there and I couldn't get across—probably because I "do not understand."

Now, far be it from me to condemn this easy method—granting that it is as easy as it seems. Rather would I commend it—for those who like it. We are not all alike. One man finds his soul's satisfaction in ecclesiasticism, another in the Salvation Army; one must have a long and solemn creed, another thrives best in a liberal church; one delights in mysticism, occultism, and esoteric philosophy, another lives by the laboratory, the foot-rule, the observatory, and the rules of logic. Each in his own way must find enough light to live by. And, to my mind, there are people in all these different systems who seem to find enough light to live lives that I admire for their beauty and power of service. To some, then, this book will be an inspiration

and a help, perhaps greater than I think—for I frankly admit that I do not understand.

**"DO IT TO A FINISH"—***By Orison Swett Marden, Assisted by Margaret Connolly. Thomas Y. Crowell & Company, New York.*

This is another pretty little book in Crowell's popular "What is Worth While" series. And by a popular author, too. The editor of Success has done a world of good to the American youth by his keen analysis of the success problem and his plain, practical instructions on its solution.

Take this little book, for instance. What is more needed by the average young man and woman today than the positive quality of thoroughness. The will power to do things to a finish is perhaps the one greatest need of the candidate for success in any field. It is that, more than any other one thing, that distinguishes the genius and the great from the mediocre.

And so Dr. Marden attacks the problem valorously, raining his blows, first of all, upon carelessness. This he shows to be a crime, and one of the worst, although not punishable by law. It is a crime against self, and against humanity. Then he points wherein this one thing distinguishes between the artist and the artisan, the first class man and the second class man, the commonplace man and the genius. Thoroughness, he points out, is what every employer is looking for, this habit lifts a man to the place where, since only the best is good enough in his work, so only the best is good enough for him.

**"OL' DOC LENT, AND OTHER POEMS"—***By Frank Lisle Rose. The Backbone Publishing Company, Chicago.*

Frank Lisle Rose is a square-jawed, level-eyed doctor out in Lusk, Wyoming, who, in the intervals of his practice has sung some sweet, homely, optimistic verses. Some of them are in the short little words in which the heart speaks, some in vernacular and dialect. Some are humorous, some are a little satirical, and some are just spring breezes, moonlight, dawn, and sunshine. There are poems of Oxbow, poems of Chicago, medical rhymes, and jingles for the children. There is a dash of plain every-day philosophy, and some fine sentiment. All in all this little collection of verse is a welcome companion by the evening lamp or under the oaks by the lake. The volume is neatly printed on thick, soft, white deckle-edge paper, with pale green border, and bound in limp green leather, with embossed title and rich gold-paper lining. Some time, I am going to say what I think about these limp covers that look so rich and artistic when you first get the book, but disappoint you later—and utterly refuse to be sociable with other books on a book-shelf. But this one certainly pleases the eye as it lies on the table in its newness.

# GET TOGETHER PAGE

In this page our subscribers will have the *free use* of a four line space for one insertion. In this space they may advertise themselves for sale or may advertise for the services of some one else. Others—not subscribers—to **THE BUSINESS PHILOSOPHER** will be obliged to pay 25 cents per line for classified ads. In sending in your ads you should figure seven words to the line so that there will be no trouble over the insertion.

**500 GUMMED STICKERS  $\frac{3}{4}$  x 2 PRINTED TO** order 25c. Other printing cheap. A. Kraus, 409 Chestnut St., Milwaukee, Wis.

**WANTED—EVERY BOOKKEEPER TO READ** "How to Become a Head Bookkeeper, Auditor or Public Accountant." Worth reading, will send it from Chas. A. Sweetland, 10 Boyelston Bldg., Chicago.

**WESTERN BUSINESS CONDITIONS INDICATE A** heavily increased demand during the spring months for competent bookkeepers, stenographers, timekeepers, cost clerks, ledger-men and cashiers. We have supplied western firms with office employees for seven years and would like to correspond with competent men open to consider offers from western firms. Business-Men's Clearing House, Dept. U, Century Bldg., Denver.

**LOCAL REPRESENTATIVE WANTED—SPLEN-** did income assured right man to act as our representative after learning our business thoroughly by mail. Former experience unnecessary. All we require is honesty, ability, ambition and willingness to learn a lucrative business. No soliciting or traveling. This is an exceptional opportunity for a man in your section to get into a big-paying business without capital and become independent for life. Write at once for full particulars. Address E. R. Marden, Pres., The Nat'l Co-op. Real Estate Co., Suite 494 Marden Bldg., Washington, D. C.

**SALESMEN WANTED—IF YOU ARE A CLERK** with natural qualifications as a salesman, I have an exceptional opportunity to offer you. If you are a merchant going out of business and looking for an opportunity to go on the road, my proposition will appeal to you. I want two or three capable men with the work habit, and who have energy plus. I want men with ability to sell goods all day long. I require references, also send an abstract of your qualifications. I have an advertising specialty proposition that interests all progressive retailers. Hundreds of the best retailers have endorsed my plan because they have found it profitable. Samples will go in coat pocket. My best salesmen are making from \$500 to \$1,000 a month. I want men who can do just as well or better. If you are of the right caliber, think you can handle a high-class, ready-selling proposition, write me immediately before all territory is assigned. W. F. Main, Dept. 117, Iowa City, Iowa.

**YOUNG ADVERTISING MAN—SHELDON STU-** dent—wants position with live firm. Location and salary are secondary considerations, but firm must be right. Francis A. Baker, 1129 Madison, Topeka, Kansas.

**AGENTS MAKE BIG MONEY SELLING OUR** new gold letters for office windows, store fronts, and glass signs. Any one can put them on. Write today for free sample and full particulars. Metallic Sign Letter Co., 431 N. Clark St., Chicago.

**STRONG LITERARY MAN WITH EDITORIAL,** executive and writer of high grade advertising, seeks connection. Although 45, in the prime of life, first-class health and abundant physical and mental energy. Optimistic temperament and creative in ideas for general expansion. Will undertake to make generously good—other conditions being equal. Address D. L., care Business Philosopher, Libertyville, Illinois.

**"MONEY MAKING IDEAS" CONTAINS 32 PAGES** of \$\$\$-getting ideas every issue. Two issues (64 pages), 10 cents. Satisfaction guaranteed. A. Kraus, 409 Chestnut St., Milwaukee, Wis.

**WARNING! STOP DEALING IN TRASHY** "fake" goods and add \$25 weekly to your income with my proposition. Just what you want. Send stamp for particulars. You will bless the day you did it. Address Eugene Sullivan, 1612 9th St., N. W. Washington, D. C.

**WANTED—SALESMEN WITH RED BLOOD AND** determination to sell the Commercial Account Register and Duplicating Books. Territory guaranteed. References and bond required. Commercial Register Company, Buffalo, N. Y.

**STORES TO RENT IN PITTSFIELD—READY** about May First. Pittsfield is a live, growing city (about forty thousand inhabitants); woolen and paper mills; General Electric Company employs about five thousand people; has a large trolley system, and is a healthful summer resort right in the heart of the Berkshire Hills. Inquire of England Brothers.

**INCREASING ACTIVITY IN ALL LINES OF** business throughout the west is causing a heavy demand for office men. We are receiving many calls for bookkeepers, stenographers, timekeepers, cost clerks, ledger-men and cashiers. Can place competent men at increases over salaries prevailing in the east. Application blanks and charges upon request. Business-Men's Clearing House, Inc., Dept. U, Century Bldg., Denver. Established seven years.

**LOCAL REPRESENTATIVE WANTED—SPLEN-** did income assured right man to act as our representative after learning our business thoroughly by mail. Former experience unnecessary. All we require is honesty, ability, ambition and willingness to learn a lucrative business. No soliciting or traveling. This is an exceptional opportunity for a man in your section to get into a big-paying business without capital and become independent for life. Write at once for full particulars. Address E. R. Marden, Pres., The Nat'l Co-op. Real Estate Co., Suite 494 Marden Bldg., Washington, D. C.

**TRAVELING SALESMAN NOW HOLDING A** position selling a high class specialty wants to change to line that will repeat every year or that has large possibilities as to prospecting business. Will start on reasonable basis to demonstrate ability. Reply care The Business Philosopher.

**ONE OF THE LEADING OLD LINE LIFE INSUR-** ance companies issuing exceptionally attractive policies will grant liberal contracts to agency managers to two or three men having records as producers, in the States of Missouri and Illinois. Address Dept. 108, Business Philosopher.

**MEN WANTED—TO PREPARE FOR NEXT RAIL-** way Mail, Internal Revenue, Customs and Post Office Examinations. \$50.00 to \$125.00 monthly. Annual vacations. Short hours. Rapid advancement. No "lay offs." Common education sufficient. Country and City residents stand equal chances. Political influence unnecessary. Over 15,000 appointments to be made this year. Write immediately for schedule showing dates and places of coming examinations. We are preparing candidates free. Franklin Institute, Dept. S 97, Rochester, N. Y.

**BUILD A \$5,000 BUSINESS IN TWO YEARS. LET** us start you in the collection business. No capital needed; big field. We teach secrets of collecting money; refer business to you. Write today for free pointers and new plans. American Collection Service, 165 State St., Detroit, Mich.

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"



## → The Psychology of Salesmanship ←

A knowledge of Psychology as applied to business in general and to Salesmanship in particular is of the greatest practical value to every Salesman who really wants to increase his selling ability to the greatest possible degree and thus to increase his income.

A sound practical working knowledge of the principles of Psychology that enter into the selling of goods can be gained by reading Mr. William Walker Atkinson's latest book entitled, "The Psychology of Salesmanship."

Mr. Atkinson is the author of more than fifty books dealing with Psychology and kindred subjects and no man is better fitted to write such a book than he.

The following brief table of contents will give you an idea of the scope of the book:

### THE CHAPTER HEADINGS

- I. Psychology in Business.
- II. The Mind of the Salesman.
- III. The Mind of the Salesman (Continued).
- IV. The Mind of the Buyer.
- V. The Mind of the Buyer (Continued).
- VI. The Pre-approach.
- VII. The Psychology of Purchase.
- VIII. The Approach.
- IX. The Demonstration.
- X. The Closing.

**Send a One Dollar Bill TODAY. Money Refunded if Not Satisfied**

**THE PROGRESS COMPANY, 515 Rand-McNally Bldg., Chicago, Ill.**

### A FEW PERTINENT QUESTIONS FOR SALESMEN

Do **you** know **how** to turn a "near sale" into an actual sale?

Do **you** know **why** you are able to sell to some persons and not to others?

Do **you** know **why** you lost that last order, and how to save it next time?

Do **you** know **how** to analyze your proposition scientifically and to pick out the most important selling points and build them up into a forceful, logical and convincing selling talk?

These and many other questions of vital interest to every salesman are answered fully in this valuable book. The book is written from a scientific viewpoint but in everyday language that is easily understood by all. Scientific terms are omitted as far as practicable.

This book is one of the series on the New Psychology and bound uniformly with the other eleven books in green silk cloth, stamped in gold on the cover and backbone. There are over two hundred pages and the price is \$1.00 a copy, postpaid.

### OUR GUARANTEE

Send \$1.00 for this book **today**. If after you have received it, you do not find it entirely satisfactory, return it promptly and your money will be as promptly refunded.

If you want something different—not the usual line of articles; not the usual run of fiction. If you want to make good. If you wish to get the most out of life and to advance in every sphere of activity. If you want something to help you successward—you want to get in touch with

## THE PROGRESS MAGAZINE

PROGRESS has a good, big, real, live, vital purpose for existence, and for that reason it is the snappiest and the fastest growing magazine in proportion to total circulation in the country to-day. Its greater number of readers is found among ambitious, progressive and thinking men and women.

It points out and describes the great fields of progress throughout the world. It is the leading exponent of practical psychology in everyday life and it shows how that force can build up man's work in every industry, in every vocation, and in every walk of life. Mr. Christian D. Larson, the editor, is the foremost authority on practical psychology to-day. He has spent the greater part of his life in a profound study of the great powers of mind and their relation to each individual's success in life, and he is editing THE PROGRESS MAGAZINE with a view toward making that magazine one of the most valuable adjuncts in helping its readers on to a successful and wholesome life.

### What The Progress Magazine Contains

**PRACTICAL PSYCHOLOGY**—PROGRESS contains regularly some most valuable and readable papers on practical Psychology. These articles come from leaders in their fields and always are greeted with the closest attention. So far the articles covered, Psychology in Every-Day Business Life, in the School and in the Pulpit. In the February issue there appeared an article on "The New Salesmanship" which every reader of this magazine should see. We will send it free; see offer. Other and just as important articles along this line will appear in future issues.

**THE NEW FICTION**—PROGRESS has made the first step toward producing what is known as the "NEW FICTION." It is the only magazine that saw the need of this literature, and it has gone ahead and secured the best works from the best writers along these lines. It is inspiring and idealistic and instills in the reader a desire to grow and advance, and creates an ideal toward which all may climb.

**SUCCESSFUL MEN AND WOMEN**—An interesting biographical sketch of some successful man or woman is printed each month. Nothing is better than the biography of a successful person to set an example and furnish inspiration for the younger generation.

**THE PROGRESS IN THE PROFESSIONS**—PROGRESS seeks out the different professions and gives lengthy and illustrated reviews of the progress that is

being made. It not only gives the facts as to what is being done and the amount of money that can be made, but points out to men and women the possibilities that lie in the different professions.

**CHARACTER BUILDING**—There has just begun an important and valuable series of articles on "Your Forces and How to Use Them." Its principles are practical. While they will be new to many readers, they are becoming to be recognized as truth by authorities and also by successful men and women as fundamental to true business success. "The Progress Vocation School" is another department of especial interest to all who have not as yet definitely decided what line of work they will pursue. Taking all in all, THE PROGRESS MAGAZINE shows how the individual may promote progress, advancement, achievement and success in his or her own life; in a word, it is a magazine for every ambitious, thinking man or woman; the one magazine the live ones cannot afford to be without.

THE PROGRESS MAGAZINE is always profusely illustrated and one of the handsomest magazines published to-day. But even so, it sells for only 10 cents a copy or \$1.00 a year.

Read on and see how you can get THE PROGRESS MAGAZINE for one year and a copy of "The Psychology of Salesmanship" at a great saving.

### A WINNING COMBINATION

THE PROGRESS MAGAZINE one year and The Psychology of Salesmanship only \$1.50

Save  
50 Cents  
By Using the  
Attached Coupon.  
This Gives You  
\$2.10 in Value  
for Only  
\$1.50

Use the Coupon on opposite corner and receive free the February issue of The Progress Magazine, containing the article on "The New Salesmanship."

OUT OFF HERE  
The Progress Magazine  
525 Reed-Nichols Bldg.,  
Chicago, Ill.

Enclosed find \$1.50, for which enter my subscription to THE PROGRESS MAGAZINE for one year and send me a copy of "The Psychology of Salesmanship" and a free copy of the February issue containing the article on the "New Salesmanship."

Name.....  
Address.....  
Town..... State.....  
B P. 5-10.....

Write in margin if necessary.

Add 36 cents for Canadian and 73 cents for Foreign subscriptions.



# The Sheldon Business Normal

IF—

You feel that you have not "found your work" in that which you are now doing, and

IF—

You want to find your work,

THEN—

Here is your opportunity,

PROVIDED—

*First*, you are a speaker of words and a doer of deeds. By this, to be explicit, we mean if you can speak to and teach an audience of several as well as one;

*Second*, provided also that you have a goodly stock of Ability, Reliability, Endurance and Action; and,

*Third*, that you are already successful and counted as such in your present work.

In the near future an entirely new departure in the field of commercial education will be launched.

It is a Normal School of Personal Instruction in Salesmanagement, including Salesmanship and Business Building, which of course includes Man Building, Character Analysis, Commercial Logic and Commercial Psychology.

It will be a resident course of three months' duration.

## The Sheldon Business Normal

The primary object of this school is to train men and women to become teachers of Business Building Salesmanship and Salesmanagement.

The Sheldon School is preparing to form a world organization and will need capable teachers and leaders, not alone in all parts of the United States and Canada, but in all parts of the world.

These people must be carefully selected and thoroughly qualified. The ordinary drill of a few days, or even a few weeks, will not suffice. There must be a protracted course of study accompanied by a minute drilling in all phases of the work.

Those who graduate from the course and who desire to take up our work, and who are selected by Mr. Sheldon as being worthy and well qualified, will be given immediate positions in connection with the

work of the Sheldon School, with assured and lucrative incomes.

We do not guarantee to give each student a position; neither do we require him to take up our work.

The instruction will be invaluable to anyone whose work has to do with sales production through others, no matter what the line of business may be.

## The Location

The class instruction will be held in the beautiful new building at Area, Illinois (present post office address—Libertyville, Illinois).

We have just completed a new and beautiful building, one hundred by fifty feet in dimensions, with two stories and basement. It is built of vitrified paving brick to the second story, which is of half-timbered work with rough casting. The building has all modern conveniences, and is finished in hardwood throughout. It stands on a knoll overlooking wooded hills and ravines on the north and east, rolling meadows on the southeast, and the village of Area on the southwest. Near by is Lake Eara, a mile long, acknowledged to be the most beautiful lake in all the lake country of Northern Illinois.

The surroundings will be ideal for study.

## Course of Instruction

The course of instruction will consist of:

*First*, a personal study of and class instruction in three courses of study:

(a) The Science of Business Building, which is the fourth edition of the Science of Successful Salesmanship;

(b) The Science of Industrial Success;

(c) The Science of Service.

*Second*, an extensive series of personal lectures by Mr. Sheldon and a corps of assistants in Salesmanship and Business Economics in general.

*Third*, a course of lectures by Katherine M. H. Blackford, M. D., on the subject of Character Analysis, or the reading of human nature.

*Fourth*, the complete course of instruction given at the Sheldon Summer School which is to be held between July 27th and August 9th, 1910.

*Fifth*, frequent drills in the art of Salesmanship and Salesmanagement, the giving of selling talks, etc.

#### Period of Instruction

The regular course is to last three months, beginning July 1st, 1910, and ending October 1st, 1910.

#### Expenses

The tuition for the entire course of three months is very reasonable, and includes board and room, text-books, and, in fact, all expenses.

Fill out and mail the coupon below and we will forward you full particulars.

#### Possible Earnings of Graduates

The gross earnings of those who prove successful in our own work will be not less than \$3,000.00 a year, and opportunities will be given for the making of much more than that.

It is confidently believed that a man who takes this instruction will earn all the way from \$5,000.00 a year to even double that amount.

Many men are in the wrong line now, even though reasonably successful. Many change occupations in middle life, or at least after having had several years' experience in the school of life.

In the universities throughout the world are men who have earned money in the school of life and who are preparing to take up the various professions, such as law or medicine.

Such men spend from two to four years of time and a large amount of money in preparation for their new vocation, and

then rarely enjoy an income of more than \$1,200.00 to \$2,000.00 a year.

There are exceptions of course, but the figures just given are above the average.

We are living in a commercial age and one in which the prizes go to those who can produce.

#### Opportunities of Graduates

The big prizes go to those who can produce through others, or, in other words, who can multiply their efforts through others.

This course of training will cost the student much less than the necessary training for the practice of the learned professions. It will cost less in time and less in money—much less indeed—and the earning power of the trained sales manager or teacher of salesmanship is much greater on the average than that of professional men.

The large department stores of the nation are many of them in need of permanent teachers of their sales people. Many of them desire women in this capacity. Our course of training will fit business women for lucrative positions in that line.

#### Register Now

It is essential that we know at an early date who will be with us in the class beginning July 1st.

The class will be limited. Not more than one hundred people will be accepted. They will be accepted in the order of registration and no favoritism shown.

Mr. Sheldon will conduct the first class personally, and while this class will mark but the beginning of a regular school along his line, it is not probable that Mr. Sheldon's time will permit his personal teaching of future classes.

*Cut Out and Mail this Coupon Today*

THE SHELDON SCHOOL,

Area—P. O. Libertyville, Illinois.

.....1910

*Gentlemen*—Will you please forward full particulars regarding The Sheldon Business Normal School, as advertised in THE BUSINESS PHILOSOPHER for April.

Name .....

Local Address .....

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

## Sherwin Cody's Latest Book

# How to Do Business by Letter

### and Training Course in Business English Composition

The most successful book on letter-writing ever published, now in its 47th thousand, eleventh edition, though but recently published.

Contains over 125 model letters of all kinds, including a number of the most successful pulling letters used by prominent houses.

Also the Rules of Grammar complete, with all common errors; the Rules of Punctuation, Words Often Misused, Rules and Regulations of the Postoffice (correct to 1910), etc.

Price, postpaid, \$1.00. See table of contents.

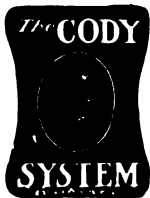
### Sherwin Cody's Form Paragraph Letter-Writer

An indexed and gummed blankbook, full letter size, loose leaf, in which to paste form paragraphs to be used in answering all kinds of correspondence.

By this system an \$8-a-week girl can write better letters than a \$25-a-week correspondent, because she simply copies into her book the best paragraphs in the regularly dictated letters of the head of the business, and all letters are in his language, perfect in every detail of punctuation, grammar, etc., and may be signed by his name though he never sees the letter himself. This is a wonderful means of raising the quality of correspondence, as well as saving much time and expense. 80 gummed pages, 20 index pages, 100 pages in all; price, postpaid, \$3; subject to approval and return at my expense.

### Sherwin Cody's Compendium of All Card Systems

An instruction book on loose-leaf and card systems (the only book ever published clearly stating the simple fundamental principles of these systems), accompanying a neat box of 500 cards, size 3 x 5 inches, printed from specially engraved wax plates in the best style, representing 18 complete systems all ready for use, including forms for mailing lists, advertising, salesmen's report and route cards, perpetual inventory forms, cost systems, school forms, and loose-leaf and card ledgers of all kinds, for wholesale, retail, mail-order, instalment, and specialty businesses. Electrotypes of plates sold and directions given for printing systems at one-third the usual price. Price, complete, \$3.00.



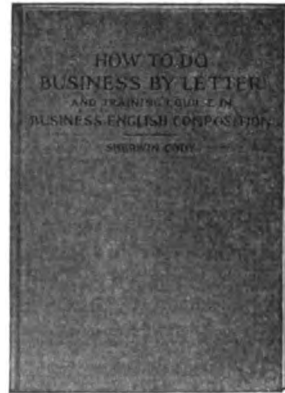
### How to Make Advertising Pay

### How to Write Letters that Pull

### Office Salesmanship & Business Psychology

I have made a detailed personal study of forty-six leading lines of business: Manufacturing, wholesale, retail, mail-order, and specialty, and have taught presidents, secretaries and advertising managers how to make a success of their publicity—I *know what will win* in forty-six different businesses, yours among the number, and this information I give in my complete course, together with all the books and special features described above, with scores of others—*everything I have for only \$30*, including twenty personal lessons. Write for complete catalogue.

**SHERWIN CODY, LIBERTYVILLE, ILLINOIS**



#### CONTENTS:

Using Words So as To Make People Do things.

How to Begin a Business Letter.

How to Close a Business Letter.

The Body of the Letter.

Applying for a Position.

Sending Money by Mail.

Ordering Goods.

"Hurry-up" Letters.

How Money is Collected.

Letters to Ladies.

Professional Letters.

How to Acquire an Easy Style in Letter Writing.

Two Kinds of Letters—Buying and Selling.

When to Write a Long Letter and When to Write a Short Letter.

Answering Inquiries.

Talking in a Letter—Colloquialisms and Slang.

Complaint Letters.

Condensation—Writing Advertisements.

Advertising and Follow-up Letters.

Display in Letter Writing.

Salesmanship in Letters and Advertisements.

Customs and Regulations of the Post Office.

Social and Official Forms; the Rules of Grammar, with Common Errors; the Rules of Punctuation for Business Office Use.

## THE BUSINESS PHILOSOPHER

**3000 GUMMED LABELS \$1.00**  
 SEVERAL SIZES AND STYLES  
 PRINTED TO ORDER IN ONE AND TWO COLORS  
 AT THIS AND EVEN LOWER PRICES. SEND FOR CATALOG  
**FENTON LABEL CO. NINTH & THOMPSON STS. PHILA. PA.**

### A GOOD SHORTHAND REPORTER

is the only kind you can afford to employ. I am well prepared to handle all kinds of law and general reporting.

**FRED H. GURTLE**

SHORTHAND REPORTER

Phone Randolph 3038 810-811 Reaper Block, CHICAGO

### TYPEWRITERS ALL MAKES



**Visible Writers** or otherwise  
*Oliviers, Remingtons, Smiths, etc.*  
 Shipped ANYWHERE for Free Trial, or RENTED,  
 allowing RENT to APPLY.

**Prices \$15.00 Up**

First class Machines fresh from the Manufacturers  
 Write for Illustrated Catalog Your opportunity.

TYPEWRITER EMPORIUM, (Est. 1892) 92 & 94 Lake St., Chicago



Prof. Brooks

### Make the Farm Pay

Complete Home Study Courses in Agriculture, Horticulture, Floriculture, Landscape Gardening, Forestry, Poultry Culture and Veterinary Science under Prof. Brooks of the Mass. Agricultural College, Prof. Craig of Cornell University and other eminent teachers. Over one hundred Home Study Courses under able professors in leading colleges. 250 page catalog free. Write to-day.

**THE HOME CORRESPONDENCE SCHOOL**  
 Dent. 132, Springfield, Mass.

### STUDENTS ART MAGAZINE



A JOURNAL OF ART AND INSPIRATION  
 FOR ALL WHO USE OF HAND  
 ILLUSTRATIONS, CASH ASSIGNMENTS, PUBLISHED AND CRITICISED STUDENTS WORK  
 TRIAL SUBSCRIPTION FROM THIS ADVERTISEMENT 50 SAMPLE COPY IN CENTS.  
 G. H. LOCKWOOD, Editor, INSTRUCTOR, WITH L. S. J. ART SCHOOL  
 KALAMAZOO, MICHIGAN

DEPT BP 5

### MAKE MONEY In Advertising or Mail Order Business.

Send name and address and twenty-five cents and we will mail you three issues of the popular Advertisers Magazine. Each issue contains articles on Mail Order Business, Ad Writing, Business Correspondence, Selling Plans, Office Systems, Business Short-Cuts, Follow-up Literature, etc. Write today, as this is a very special offer. Address, ADVERTISERS MAGAZINE, 720 Commerce Building, Kansas City, Missouri.

## Your Next Order for Letter-heads—

If your printer or lithographer agrees to furnish you Construction Bond in your letterheads, you will be assured of getting the *utmost value* in fine business stationery.

This paper has unusual strength, bone and crackle—the qualities that *make* impressiveness—and because of a different, *more economical* method of distribution it produces

## Impressive Stationery at a Usable Price

Here's why Construction Bond is the *utmost value*: It is sold direct to responsible printers and lithographers (instead of thru jobbers) and only in quantities of 500 pounds or more at a time (instead of in ream lots). The saving is obvious.

Your printer or lithographer can supply Construction Bond if he is big enough to buy in 500-pound lots and wants to give you the *utmost value* in fine Business Stationery. If he refuses, write us for specimens of "Impressive Stationery at a Usable Price" and the names of firms in your vicinity who are ready to supply it on Construction Bond—sent free if you write on your business letterhead.

**W. E. WROE & CO.**

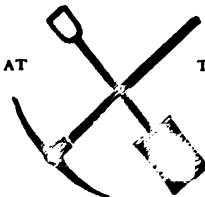
308 Michigan Boulevard, Chicago

*This is the Watermark  
Get Envelopes to Match*

### CONSTRUCTION

BEST AT

THE PRICE



**BOND**

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"



## Books that have Helped Thousands Develop Power to Make Greater Profits

THESE books will help YOU develop more power. Will teach you how to control your forces. Will show you how to inspire confidence. They are uniformly bound in green, printed on heavy book, contain over two hundred pages of helpful, inspiring, scientific, man-building advice. The simple, direct, concise language drives the lessons home at the first reading. Than these three the famous author of "As a Man Thinketh" has written nothing better.

—SEND THREE DOLLARS TODAY—

SHELDON UNIVERSITY PRESS, Libertyville, Illinois:

Enclosed find \$.....Dollars.

Send me.....Copies (Mark the number).

....."From Poverty to Power"

....."All These Things Added"

....."Byways of Blessedness"

Name .....

City.....State.....

## SIGN AND SEND NOW

when you have received one number, if you are not satisfied, send us a postal and we will return your money.

DR. W. R. C. LATSON, the editor, the best known writer on health topics, is writing for Health-Culture three series of articles, each of which is well worth \$1.00: "The Diet Question" all about "Meat-Eating," "Mixed Diet," "Raw Food," etc., some new facts; "Training for Maternity" should be read by every young woman who expects to be a mother and by young men also. It will help in the regeneration of the race; "The Effects of Taking Drugs" will be an eye-opener and will make the doctors sit up and take notice. "The Bearing, Feeding and Training of Children," by Mrs. V. Y. Garnett, will be found most helpful; besides other good things.

It is the best magazine devoted to the restoration and preservation of health without drugs. It teaches the proper use of Food, Air, Water, Exercise, Work, Rest, Recreation, Sleep, Dress, the Mental Powers and all that relates to the health and bodily development of men, women and children. One of the most valuable features is found to be Dr. Latson's answers to readers' questions every month on the recovery of health by drugless, home treatment.

It is opposed to Vaccination, Anti-Toxin and Serums and to Needless Surgical Operations. Fully illustrated. \$1.00 a year. 10c. a Number. Sent "ON TRIAL" to new subscribers six months for 25c.

Money back if desired. Address HEALTH-CULTURE, 403 St. James Bldg., New York.

HEALTH-CULTURE,  
403 St. James Bldg., New York.

Gentlemen: Please send

HEALTH CULTURE

"On Trial" six

months, in-

closed 25

cents, to



Dr. Latson

ONLY 25 CENTS — USE THIS COUPON NOW —

## Beautiful Pictures Free

are manufacturing a collection of nine Shakespearean illustrations, originally painted by English masters, the originals now being practically inaccessible in various private galleries. But we chanced to come across some rare engravings made from these paintings, and from these engravings we have made some unusually fine plates, printing them on cameo-finish, India-tint paper, size 12x14. There are nine in each set, scenes and characters from: As You Like It—Hamlet—Macbeth—Othello—King John—The Merchant of Venice A Midsummer Night's Dream—Romeo and Juliet—The Merry Wives of Windsor.

These nine engravings will become yours if you will order *The Book News Monthly*, a magazine that has the reputation of being the best book magazine in the country. Send \$1.00 and mention this magazine, and we will mail the pictures, postpaid, at once. Address:

THE BOOK NEWS MONTHLY

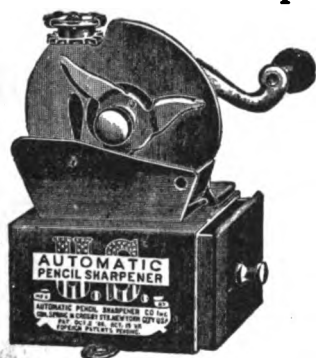
Philadelphia

JOHN WANAMAKER

or New York

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

## U. S. Pencil Sharpener



Cuts off *enough* and then will cut no more.  
It's *automatic* and economical of pencils.  
Can't soil your hands.  
Has no hidden parts to get out of order.  
Sharpens new pencils with great dispatch.  
Saves money on your pencil bill.  
Two extra knives free. When these are dull  
three sharp knives may be had for 50 cents.  
Cash with order, postpaid.

**Price, with Two Extra Knives, \$3.50**

**National Office Supply Company**

**ZION CITY, ILLINOIS**

Agents Wanted to Sell Our Line of Office Supplies

## FURNITURE BOOK FREE

It is an immense volume of over 300 pages—pictures several thousand handsome things for the home. It is full of information that is of deepest importance to every householder.



### Catalog No. 154

This great catalog quotes factory prices on Furniture, Rugs, Carpets, Curtains, Stoves, Pianos, Silverware, Clocks, Sewing Machines, Washing Machines, Crockery, Bedding, etc., etc. Write for it today

## A YEAR TO PAY

Our generous plan of partial payments gives you over a year in which to pay for the goods you select. The articles are promptly shipped when ordered and you enjoy their full use while paying for them a little each month as you earn the money. We charge absolutely nothing for this credit accommodation—no interest—no extras of any kind. Write for our big catalog.

**Hartman Furniture & Carpet Co.**

Dept. 6 223-229 Wabash Av., Chicago, U.S.A.

Est. 1855. 22 great stores throughout the U. S.



## French Lick Springs

is an all year round resort, famed for its healing waters and the out of door attractions of its climate and scenery. The thousand acres of natural park, walks, drives, golf and other outdoor amusements are charming any season. Hotel is modern in every respect, affording accommodations for 700 guests, with home comforts; all sleeping apartments are outside rooms, light and airy. The winter climate, while crisp and bracing, is dry, sunny and thoroughly enjoyable, and a stay of two or four weeks will prove very beneficial.

### French Lick Springs Waters

possess medicinal properties unequalled for the treatment of stomach, liver, bowel and kidney diseases.

### Pluto Concentrated Spring Water

is recommended by Physicians everywhere and sold at all Drug Stores, in half pint and quart bottles, costing 15c and 35c.

Write for booklet giving full information concerning the hotel, waters, etc.

## French Lick Springs Hotel Co.

THOMAS TAGGART, Pres., French Lick, Indiana

ON THE MONON AND SOUTHERN RAILWAYS



# A Famous Course in Advertising is Yours at Just Half Price for a Limited Time

**An opportunity for you which cannot possibly occur again**—an opportunity to become master of the force controlling the business world today, not a mere ad-writer but a Manager of Advertising, and at a cost insignificant compared with the value of the knowledge to be so easily gained.

## Recent Business Changes Made this Opportunity

The Progress Self-Help University has just added to its curriculum the now famous and most highly endorsed Course in Practical Advertising written by George Frank Lord, the well known and successful advertising man, writer on advertising and manager, and developer of many of this country's largest advertising successes. Up to the present this Course was conducted by the author, but a change in his business affairs made this impossible for the future. We saw our opportunity to acquire this Course and grasped it. **With our opportunity comes yours.**



## George Frank Lord's Complete Course in Practical Advertising

### Expert Personal Instruction Positively Guaranteed

This Course is yours for exactly half the regular price until the remaining finely printed and fully illustrated Instruction Books published by the author are disposed of.

The Progress Self-Help University is proud to own this Course, and as soon as we can dispose of these books, will re-issue the Instruction Books under our own name. Hence we sacrifice these sets published by the Author.

### Only 275 Sets of Instruction Books Remain on Hand

#### Enroll for Half Price while They Last

#### \$25 Cash or \$30 in Monthly Installments

(Installment enrollments payable \$10 down and \$5 per month thereafter until balance is paid)

As soon as these sets are disposed of the Course will be sold at its regular price: \$50 cash or \$60 on monthly installments.

### Instruction Books alone worth the Cost of Enrollment

#### Personal Criticism of Student's Work by George Frank Lord's Chief Instructor

For reference, the Instruction Books are of inestimable value to any progressive business man, but in addition you get personal criticism of your work by the one man most capable of carrying out the author's intentions, Mr. Lord's Chief Instructor whose services we fortunately secured.

If you are a young man or woman anxious to advance your own and your employer's interests, or the owner of a business you wish to develop you must know advertising to accomplish your purpose.

### Enroll at Once

and be absolutely sure of not missing the special offer; or send for Free Book "Advertising Hatches Ideas Into Dollars". This ad. will bring many replies. The opportunity is limited. Do not delay until too late.

#### THE PROGRESS SELF-HELP UNIVERSITY,

13-516 Rand-McNally Building, Chicago, Ill.

#### FREE BOOK COUPON

FP4

The Progress Self-Help University,  
13-516 Rand-McNally Building, Chicago.

Gentlemen:—Without obligation on my part, send me your free booklet, "Hatching Ideas Into Dollars."

Name.....

P. O. Box  
St. No.....

Town.....State.....

# \$50 for a Name

*Here's a Chance for You "Sheldonites"  
to Make Some Money*

**W**E WANT you to suggest a name for a House Organ we are about to publish. We prefer a name that will be suggestive of our line of business which is the manufacture of New ribbons for Multigraph, Writerpress and all similar duplicating machines and the Re-Inking of these ribbons when they are worn out.

Our chief products are, *Rochester Re-Inked Ribbons*, "*Perfect Match Ribbons*" for Multigraph, Writerpress, etc., and *Typewriter Matching Ribbons*.

## *Conditions for Competing*

If you wish to try for the prize the name that you suggest for our House Organ must be accompanied by the name and local address of at least one user of Multigraph, Writerpress, Printograph, Planotype or similar machine using a wide ribbon. Answers not complying with this condition will not be considered.

If you think of two names and would like to suggest them both you may do so by sending the names and addresses of two users.

The name for the House Organ may consist of one, two or three words, but the shorter it is the better we will like it. It should be something catchy and easy to pronounce and remember.

There will be but the one prize of fifty dollars which will be paid promptly to the person suggesting the name we decide to adopt.

Everyone entering the contest will receive a copy of the first issue of our House Organ in which announcement of the winner of the prize will be made.

Contest closes May 15th. Booklets will be mailed about June 1st.

If possible have your answer typewritten.

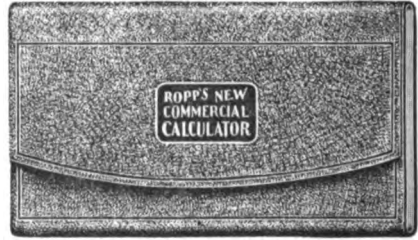
===== ADDRESS ALL COMMUNICATIONS TO =====

## **Rochester Re-Inking Works**

**Eighteen Exchange Street : Rochester, New York, U. S. A.**



**Sheldon University Press**  
LIBERTYVILLE, ILLINOIS



**Sheldon University Press, Libertyville, Ill.**

## Financing an Enterprise

By FRANCIS COOPER



TWO volumes that have helped hundreds of men win fortunes by showing them how to successfully finance and promote their business or their discoveries. Highly endorsed. Only successful work on promotion.

**Volume 1** describes conditions necessary for successful financing: how to investigate, protect and capitalize an enterprise; experimental work and model making.

**Volume 2** tells best methods for securing money, privately, or publicly, by advertising; how to advertise, how to write a winning prospectus. Important chapters on stock, bonds, incorporations, etc.

Invaluable knowledge gathered from fifteen years' experience. Save you hundred times its cost. Full descriptive circular if you want it.

500 pp. 1909 ed. Buckram binding. Two vols., \$4.00 prepaid. Either vol. separately, \$2.00 prepaid.

**SHELDON UNIVERSITY PRESS**  
LIBERTYVILLE, ILLINOIS

## Save Money on Your Office Supplies

*You Want the Best Because the Best is Always the Cheapest*

¶ But you can get the best at a lower price than you are now paying by cutting out middlemen's profits—buying direct from the manufacturers.

¶ You want reliable service, satisfaction guaranteed or your money back. You get all that when you buy of us.

¶ Give us a trial order of three of the best typewriter ribbons for \$1.50, post-paid, or three hundred sheets of high quality carbon paper for \$3.00 and you will be convinced.

¶ Send for our latest catalog and special list of bargains.

AGENTS WANTED

**National Office Supply Company**  
Lock Box N, Zion City, Illinois

## Could You Sign This Check?



Eight years ago I certainly couldn't. I was making \$15 a week. \$2250 for a luxury was as far away from me as the presidency of the United States. I can do it now with good grace, and no one left me a fortune, either. I started in business for myself and the \$2.25 I spent for my first stationery was a big item. I started a Collection Business on my own ideas, in a corner of a room in my flat. It grew and grew until I found myself owner of a big business. Then I discovered room for thousands in my business all over the country, and I founded a school to teach others my success with the mistakes and delays cut out—and the success of my school is the reason that a

DETROIT, \$1 - 190 No. 1031  
**THE FIRST NATIONAL BANK**  
PAY TO THE ORDER OF  
Detroit Automobile Company \$2250.00  
Twenty Two Hundred & Fifty DOLLARS  
W. A. Shryer

\$2250 automobile is only one of the many good things I can now afford.

What I have done I can tell you how to do if you will meet me half way and ask the question.

**W. A. SHRYER, President**  
**American Collection Service**  
337 State St., Detroit, Michigan

W. A. SHRYER, President  
American Collection Service, 337 State St., Detroit, Mich.

Sir: Without any obligation on my part, answer the question, "How may I build up from nothing a money-making Collection Business?"

Name .....

Address .....

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# A \$100 Typewriter for 17 cents a Day

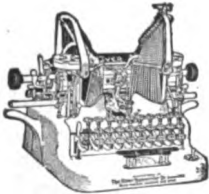
Please read the headline over again. Then its tremendous significance will dawn upon you.

An Oliver Typewriter—the standard visible writer—the \$100 machine—the most highly perfected typewriter on the market—*yours for 17 cents a day!*

The typewriter whose conquest of the commercial world is a matter of business history—*yours for 17 cents a day!*

The typewriter that is equipped with scores of such conveniences as "The Balance Shift"—"The Ruling Device"—"The Double Release"—

"The Locomotive Base"—"The Automatic Spacer"—"The Automatic Tabulator"—"The Disappearing Indicator"—"The Adjustable Paper Fingers"—"The Scientific Condensed Keyboard"—all



***Yours for  
17 cents a Day***

We announced this new sales plan recently, just to feel the pulse of the people. Simply a small cash payment—then *17 cents a day*. That is the plan in a nutshell.

The result has been such a deluge of applications for machines that we are simply astounded.

The demand comes from people of all classes, all ages, all occupations. The majority of inquiries have come from people of known financial standing who were attracted by the novelty of the proposition. An impressive demonstration of the immense popularity of the Oliver Typewriter.

A startling confirmation of our belief that the Era of Universal Typewriting is at hand.

**A Quarter of a Million People  
Are Making Money with  
The  OLIVER  
Typewriter  
The Standard Visible Writer**

The Oliver Typewriter is a money-maker, *right from the word "go"*. So easy to run that beginners soon get in the "expert" class. *Earn as you learn.* Let the machine pay the *17 cents a day*—and all *above* that is *yours*.

Wherever you are there's work to be done and money to be made by using the Oliver. The business world is calling for Oliver operators. There are not enough to supply the demand. Their salaries are considerably *above* those of many classes of workers.

***"An Oliver Typewriter in  
Every Home"***

That is our battle cry today. We have made the Oliver *supreme* in usefulness and absolutely *indispensable* in business. Now comes the conquest of the home.

The simplicity and strength of the Oliver fit it for family use. It is becoming an important factor in the home training of young people. An *educator* as well as *a money maker*.

Our new selling plan puts the Oliver on the threshold of every home in America. Will you close the door of your home or office on this remarkable Oliver opportunity.

***Write for Further Details of Our Easy Offer and a  
Free Copy of the New Oliver Catalog. Address—***

**The Oliver Typewriter Company  
The Oliver Typewriter Building : Chicago, Illinois**



Prof. Genung  
English

## HOME STUDY COURSES

Over one hundred Home Study Courses under professors in Harvard, Brown, Cornell and leading colleges. Academic, and Preparatory, Agricultural, Commercial, Normal and Civil Service Departments. Preparation for College, Teachers' and Civil Service Examinations.

250 page catalog free. Write to-day.

**THE HOME CORRESPONDENCE SCHOOL**  
Dept. 105, Springfield, Mass.

**YOU'LL** wear a Nicoll Suit twice  
as long as ordinary clothes because  
you'll enjoy it's comfortable fit and  
good style. Suits at \$25, \$30,  
\$35 and upwards

**NICOLL The Tailor**  
WM JERREMS' SONS  
CLARK AND ADAMS STS.  
CHICAGO



Dr. Campbell  
Principal

## NORMAL COURSES

Our Home Study Courses for teachers prepare for Certificates of every grade. Special courses in Pedagogy, Psychology, Primary Methods and Kindergarten.

*We assist in securing positions.*

Over one hundred Home Study Courses under Professors in Harvard, Brown, Cornell and leading colleges. 250 page catalog free. Write to-day.

**THE HOME CORRESPONDENCE SCHOOL**  
Dept. 78, Springfield, Mass.

## A MAGAZINE OF

NOT NEW  
NOT OLD  
JUST

64 PAGES OF UPLIFT  
IS FOUND EACH  
MONTH IN

WE WILL MAIL  
YOU A SAMPLE COPY  
IF YOU SEND A  
2¢ STAMP TO

THE LARGEST  
MAGAZINE PUBLISHED  
IN ITS FIELD IS

DO YOU NEED  
INSPIRATION?  
THEN READ

YOU WILL FIND  
THE BEST WRITERS  
ON PROGRESSIVE  
SUBJECTS IN

IF YOU WISH TO  
RETAIN OR REGAIN  
HEALTH READ

THE PHILOSOPHY OF  
LIFE IN GENERAL  
DISCUSSED IN

FOR SALE  
BY FIRST CLASS  
NEWSDEALERS

**THOUGHT**

ADDRESS

**MAGNUM  
BONUM  
COMPANY**

4663 A  
LAKE  
AVENUE  
CHICAGO

## PRACTICAL PSYCHOLOGY

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"



## Why Not a Retail Store of Your Own?

I know of many places where new stores are needed—and I will tell you about a retail line in which you can start with a small investment, and in which the possibilities are as large as your ambitions. No charge for my services. Write today for particulars and booklet. **EDWARD B. MOON, 25 W. WATER ST., CHICAGO**

## Are You Looking for a Home

**IF SO**, don't buy before seeing a copy of the **Real Estate Journal**. It has hundreds of farms, city property and stocks of goods advertised in it and reaches 60,000 readers a month; 24 to 36 pages, colored covers. Ad rates 15c per line. 2c a word. 75c a year.

Two-Month Trial Subscription 10c

**Farm and Real Estate Journal, Traer, Iowa**  
DESK K

## Relieve Your Memory



Depend on this convenient, useful, *gentleman's* memo book to keep your dates, figures, names, memos, etc., in better, neater style.

### Bennett Everlasting Memorandum Book

—leather cover, 3.34 x 8 inches, pocket for cards, removable pads—the most convenient. Price complete with your name stamped in gold on the cover and four inside pads, only . . . . . **\$1.00**

**Send no money** Simply send us your name and we will forward the book with your name printed. If satisfied, send us our \$1.00. If not, return the book. Send today.

**W. W. BENNETT CO.**  
Box 146, East End      Pittsburg, Penn.



## Embossed Business Stationery

Printed from Steel Dies  
Send for Samples

We engrave a one-line plate

and furnish 100 engraved cards, postpaid. Engraved in script, \$1.25; block, \$1.50; solid Roman, old English or French script, \$1.75; shaded old English or block, \$2.00; shaded Roman or French script, \$2.25. Cash to be sent with order. Best stock used. Monogram stationery. Wedding and business announcements. **The American Embossing Co., 192-96 Seneca St., Buffalo, N. Y.**

# THE LAW OF Financial SUCCESS

**10 CENTS**

## TELLS YOU IN PLAIN ENGLISH

**HOW** to make money safely and judiciously.  
**HOW** to judge investments properly and realize financial success.  
**HOW** to acquire the faith necessary for success.  
**HOW** to analyze, develop and utilize your dormant abilities essential to success.  
**HOW** to guide your ambition, concentrate upon your aim and persist until you achieve it, etc., etc.

**SPECIAL PAPER-BOUND EDITION**  
104 Pages - 10 CENTS - 16 Chapters

**100,000 COPIES SOLD**

## MAKING MONEY

It is not difficult for the man or woman who follows the instructions contained in the sixteen chapters of this most successful book of the year. The tremendous editions enable the publishers to sell the book at 10c, a price at which no man can afford to be without a copy any more than he can afford to refuse payment for his work or services. **Fill out the Coupon now.**

## READ THESE LETTERS

Thos. C. Land, General Manager Conway Telephone Co., Pawnee, Okla.: "I have read the book and consider it one of the best books published. It is worth more than its weight in gold. I would like to see every young man read this book. I can certainly recommend it."

O. A. Jackson, Mason City, Iowa: "It is a great and good book."

James T. Castle, Manager Buckeye Engine Co., Pittsburg, Pa.: "Have read the 'Law of Financial Success' and find it of so much interest I want you to send me one-half dozen copies, as I would like to distribute same among my friends."

Harry A. Fries, Newark, N. J.: "Book is O. K.; worth twice the money with \$10.00 added to it."

W. L. Wagner, of the Foos Gas Engine Co., Webb City, Mo.: "I cannot tell you in words just how well pleased I am with the book."

John G. Gretzinger, Fullerton, Cal.: "It is worth its weight in gold to me, far better than I expected."

Many Others on File. None Solicited.

If this announcement justifies you in investing 10 cents in a book which may mean the making of your fortune,

**JUST WRITE YOUR NAME AND ADDRESS RIGHT HERE!**

Name .....

Address .....

Tear out this coupon, wrap a dime or stamps in it, enclose in envelope and mail to

**THE FIDUCIARY CO., 510 TACOMA BUILDING CHICAGO, ILL.**

The book will be promptly mailed, postpaid. Whenever you wish to part with it, return it and the 10 cents will be instantly refunded.

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# Orange and Fig Orchards Pay Immense Profits

Here's a chance for the small investor, as well as the capitalist, to invest his capital or savings where it will earn big profits. Pay as little as \$5.00 down and an equal amount monthly and you become part owner in a Fig and Orange Growing Company owning 7,000 acres of the best land in the world for these fruits. Land that will earn, when in full bearing orchards, from \$500 to \$1,000 an acre per year. Company will plant trees, cultivate the land and gather and market the fruit. You participate in these immense profits without leaving your present occupation or location. This is the opportunity presented to you in the purchase of the Acre-Bonds we are offering investors. No such opportunity ever offered before. If you come in now your investment should double, treble and quadruple in value from the advance of the land alone, besides you can share in profits almost beyond belief. The Acre-Bond absolutely guarantees you against loss. Land is located midway between Galveston and Houston in the heart of the fruit belt of the balmy South, where rainfall is abundant and irrigation unnecessary—that's why you can buy at one-tenth what such land is worth in irrigated districts. But you will have to pay more next year—twice as much more the year following. Now is the time to buy. Company composed of the leading business men and bankers of the South—conservative men who never back a failure or a fake. This is a business proposition that will appeal to every person seeking profitable investments. Handsome illustrated booklet explains entire plan with facts and figures. We will send it free if you will write today.



THE AMERICAN LOAN & MORTGAGE CO.  
316 American Nat'l Bank Bldg.  
Houston, Texas

You Will  
Want to  
Read This  
Book  
It's FREE

Figs and Oranges  
In the  
Galveston-Houston  
District

# WHEN IN DETROIT STOP AT HOTEL TULLER



New and Absolutely  
Fireproof

Cor. Adams Ave.  
and Park St.

In the center of the  
Theatre, Shopping  
and Business  
District.

Has large Conven-  
tion Hall.

Has grand Roof  
Garden Cafe.

Music from 6 P. M.  
to 12:30 A. M.

Every Room has Private Bath

EUROPEAN PLAN

RATES: \$1.50 PER DAY AND UP

L. W. TULLER - - Proprietor

## Ask For Book You Want

Place check in square below indicating number of book desired; write name and address on lines below and forward, with 10 cents postage attached, and the book is yours—without further expense or obligation, of course.

- 1—THE ART OF FINANCIERING  
(Showing how business men may raise capital for business projects)
- 2—FINANCIAL HAND BOOK  
(For promoters, fiscal agents and brokers)
- 3—BUSINESS BUILDING BY CORRESPONDENCE  
(For the man who uses circular letters)
- 4—THE SELLING FORCE AND THE SELLING PARCE  
(Showing why the great majority of selling plans do not pay.)
- 5—THE GREAT LAW OF AVERAGE  
(A new principle discovered by a business expert, bringing certainty to business affairs)
- 6—HOW \$250 MAY RAISE \$200,000  
(For the man with a real opportunity)

If more than one book is desired add 10 cents additional for each extra book. Money refunded if not perfectly satisfactory. Each book conveys a message. Each tells something new and valuable.

The Business Development Co. of America

Founded 1901  
119 NASSAU STREET  
NEW YORK

These books sell for 10 cents a copy and are worth \$10 a copy. We advise our readers to send for them. Editorial extract from American Banker of March 5, 1910.

\_\_\_\_\_

HOW TORTUNES ARE MADE IN ADVERTISING

**BUSY MAN'S LIBRARY**

THESE  
**SIX BOOKS**

Tell How \$2.00 Grew Into \$250,000.00; Yours for \$4.50

The men who wrote these business books have built up the largest business of its kind in the world, and when they were doing it they were everlastingly applying the very same principles that they have driven home in the chapters of these books.

And you are to get all the benefits of their years of experience for \$4.50.

Now, if these men built up a quarter of a million dollar business by knowing how to make every letter they sent out an order clincher and if they are willing to impart their methods, why can't you profit by their experience? Wouldn't a little more of this letter-writing skill be beneficial in your business? It would accomplish the very plans you have in view.

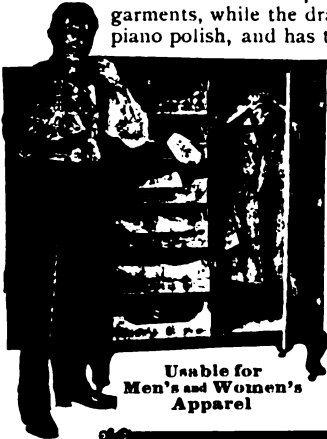
**FOR THE BUSINESS MAN:** It will open his eyes to the possibilities of more business. **FOR THE ADVERTISING MAN:** It will increase the percentage of orders from the inquiries his advertising has brought. **FOR THE PROFESSIONAL CORRESPONDENT:** This work will be a constant reference. Send us a money order, P. O. order, or check for \$4.50, with your name and address plainly written. We will send the five books immediately, prepaid. If you don't find them worth their weight in gold, send them back.

Publicity Pub. Co., Dept. 24, Page Bldg., Chicago, Ill.

## The United States Government Endorses "RED CEDAR" as Moth-Proof Wood

We quote as follows from a letter written us by the Department of Agriculture, under date of Nov. 13, 1909:  
"Red Cedar is the most useful wood in the United States for the manufacture of Cedar Chests. The wood is close-grained, and has a delicate, agreeable fragrance which is especially marked. Its odor is disagreeable to insects, and for this reason chests and closets of cedar are highly valued as storage places for garments subject to the ravages of the moth and buffalo bug. Neither *Libiodinus decurrens* nor *Chamaecyparis lawsoniana* (the latter known as Port Orford or White Cedar) compares with the Red Cedar of the East, in the manufacture of Chests."

Our Chifforobes are the only ones in America that are made of RED Cedar. Style No. 107, which is shown in the picture, is as magnificent and useful a piece of furniture as was ever built. It combines the advantages of a Wardrobe and Chiffonier. Dimensions are: 62 inches high—48 inches wide—and 24 inches deep, which makes the wardrobe section sufficiently high for hanging garments, while the drawers will easily hold ladies' hats. Comes in dull finish or in a hand-rubbed piano polish, and has the appearance of mahogany.



Unable for  
Men's and Women's  
Apparel

### TRY IT FOR 15 DAYS—ON APPROVAL

We guarantee this Chifforobe to be absolutely *Moth-Proof*. It will eventually pay for itself by saving the expense of cold storage on furs and other apparel. No camphor or moth paper is required. The construction throughout is of RED Cedar, which is the only moth-proof wood in the world. The doors fit so perfectly as to make the Chifforobe practically air-tight. For a birthday or a wedding present a more appropriate gift could not be selected. We sell *DIRECT* from our factory to the public, thereby eliminating the middleman's profit.

Catalog "B," which is beautifully illustrated, tells more about this splendid Chifforobe—also about our many styles of Cedar Chests. May we mail you a copy, *free and postpaid*? Write us *TO-DAY*.

**PIEDMONT RED CEDAR CHEST CO., Dept. 91, Statesville, N. C.**

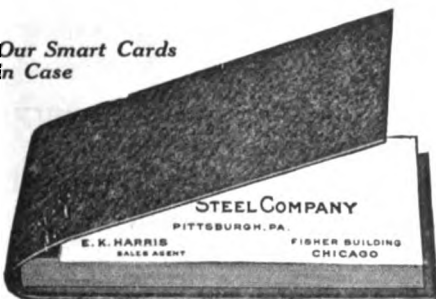
## The Best Business Card

for your use and for any man's use who desires the distinction of attention to little things is the Peerless Patent Book Form Card. It will get close and careful scrutiny, and that means an audience with most favorable attitude of mind from your prospect.

### Peerless Patent Book Form Cards

not only save fifty per cent of your cards, but they are always together and get-at-able when you want to hand one out. They are always clean, perfectly flat, and every edge is smooth and perfect. Send for a sample and detach the cards one by one and see for yourself. Send today.

Our Smart Cards  
in Case



## The JOHN B. WIGGINS CO.

Sole Manufacturers

Engravers Die Embossers Plate Printers  
44-46 East Adams Street, Chicago  
New York Office: 350 Broadway

## Study Law at Home

THE oldest and best school. Instruction by mail adapted to every one. Recognized by courts and educators. Experienced and competent instructors. Takes spare time only. Three courses—Preparatory, Business, College. Prepares for practice. Will better your condition and prospects in business. Students and graduates everywhere. Full particulars and



Easy Payment Plan Free

**The Sprague Correspondence School of Law**  
684 MAJESTIC BLDG., DETROIT, MICHIGAN

## \$3,000 TO \$10,000 A YEAR IN THE REAL ESTATE BUSINESS



We teach you by mail every branch of the Real Estate, General Brokerage, and Insurance Business, and appoint you **SPECIAL REPRESENTATIVE** of the oldest and largest co-operative real estate and brokerage company in America. Representatives are making \$3,000 to \$10,000 a year without any investment of capital. Excellent opportunities open to YOU. By our system you can begin making money in a few weeks without interfering with your present occupation. Our co-operative department will give you more choice, salable property to handle than any other institution in the world. A Thorough Commercial Law Course FREE to Each Representative. Write for 62-page book, free. **THE CROSS COMPANY, 389 1/2 Reaper Block, Chicago**

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"



## I Can Increase Your Earnings

If you want an independent business of your own requiring no capital, mail your name and address and let me send you our **Big Free 62-Page Book** showing how you may earn \$5,000 to \$10,000 a year in the **Real Estate, Brokerage and Insurance Business**

Our system is a positive success. It equips you to conduct these money making branches, and gives you a valuable Commercial Law Course Free. Clerks, Book Keepers, Salesmen, Agents, Solicitors and others should investigate this. Send no money, simply your name and address and I will mail you our **Big 62-Page Book**, absolutely free. Write today. **The Cross Co., 3899 Reaper Block, Chicago, Ill.**

## Don't Go Around

With Your Trousers Wrinkled or Baggy  
It Isn't Necessary

### The Hallett Creaser

keeps them like new, no bag, no wrinkles, no shine, no trouble. *New and simple.* Slip them on or off in a minute.

A Dollar William gets a pair, and we'll take them back at par any time within ten days if you want to part with them.

*Live Agents Wanted*

**Elmira Machine Works, Union, Broome Co., N. Y.**

# Wanted

A SALESMAN not satisfied with earning less than \$5,000 per year. Give length of service and record of trained salesmanship.

Ability to persuade men of affairs essential.

The right man will readily see opportunity for large earnings. Interview granted all applicants meeting requirements. Information treated confidential. Address—

**Sheldon University Press  
LIBERTYVILLE, ILLINOIS**

# Merchants—Lend Us Your Ears

**D**ID you ever stop to consider that you may be buying goods from manufacturers and jobbers who are hooked up tighter than a tick to the mail order houses. A large number of the large wholesalers throughout the country are owned body and soul by the catalog houses and whenever you purchase goods from them you are aiding the ever present mail order evils.

You would not do this if you knew it, would you?

Don't you think it would be a good thing to know?

We can tell you. We are the only publication in the country that absolutely knows.

After twelve years of work along this line we are prepared to tell you what firms are doing a legitimate business and who otherwise.

*Get Into the Game—Know What You are Doing  
Don't Buy in the Dark*

## Get Next to The Commercial News of Sioux Falls

Send for a Copy, 25 Cents—See if You Don't Like Our Style of "Dope"

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# Books Worth While

*Dickens' Christmas Carol*—This is the most charming Christmas story ever written.

Of all the good things which Dickens wrote, this was his favorite. We have made a special holiday edition of this masterpiece. It is a scrumptious volume, printed on rich, white rag paper, from a new font of large clear type, with rubricated initials and title page, bound in solid boards, covered with imported mistletoe parchment, stamped in gold, cloth back. Each copy in a box, \$1.00 per copy.

*Emerson's Nature and Friendship*—These two essays are among Emerson's best.

We have printed them together in one volume. It is the finest book we have thus far produced; in fact it is one of the most beautiful books that anyone has made in a long while. White, pure rag paper, special nature design in delicate tint on each page, title page and frontispiece carefully hand colored. Bound in solid brown boards, stamped in gold, silk back. \$1.25 per copy. A few in full leather, stamped in gold, \$2.50 per copy.

*The First True Gentleman*—This was one of the last pieces of literary work in which Dr. Hale was interested, and is of special value on that account. It is a most interesting story, portraying the human side of the true gentleman. We have printed this masterpiece in an edition de luxe, on white antique paper, in red and black, bound in brown boards, white vellum back, stamped in gold. The price is sixty cents per copy.

*The Story of the Candlesticks*—All mankind is indebted to Victor Hugo, the recognized leader in nineteenth century literature. This great Frenchman never wrote a more strange narrative than his "Story of the Candlesticks," the story of a man's environment, how he lost and found himself. We have printed this charming little masterpiece in a special book, from clear new type, on India tinted rag paper, bound in brown boards, with Japan Paper label. \$1.00 per copy.

*Poe's Masterpieces*—Our special volume of Poe's masterpieces contains the three best things this entertaining writer ever offered. "The Raven," "The Gold Bug," and "The Murders in the Rue Morgue." We have chosen the first because it is the best example of his poetical work, and the stories are his best tales in prose. Printed from a new font of type, on rich, white, antique rag paper, rubricated initials, special title page and head bands by a master craftsman, bound in black frosted boards, with basket-cloth back. \$1.25 per copy.

*Murad, the Unlucky*—One of those clever little stories by Maria Edgeworth, which shows that misfortune is not a matter of accident, nor luck a matter of destiny. Whether you are a pessimist or an optimist, it is worth reading. Printed in two colors, on India tinted rag paper, bound in stiff brown covers, with Japan paper label. The price is reduced to twenty-five cents a copy.

## The Caxton Society

Department Ten

Pittsfield, Massachusetts



## Will You Accept This Business Book if We Send it Free?

*Sign and Mail the Coupon Below.  
Send no Money! Take no Risk!*

One hundred and twelve of the world's master business men have written ten books—2,079 pages—1,497 vital business secrets, ideas, methods. In them is the best of all that they know about

- |                |                     |                            |
|----------------|---------------------|----------------------------|
| —Purchasing    | —Salesmanship       | —Position-Getting          |
| —Credits       | —Advertising        | —Position-Holding          |
| —Collections   | —Correspondence     | —Man-Handling              |
| —Accounting    | —Selling Plans      | —Man-Training              |
| —Cost-keeping  | —Handling Customers | —Business Generalship      |
| —Organization  | —Office Systems     | —Competition Fighting      |
| —Retailing     | —Short-cuts and     | and hundreds and hun-      |
| —Wholesaling   | Methods for every   | dreds of other vital busi- |
| —Manufacturing | line and department | ness subjects.             |

A 9,059 word booklet has been published describing, explaining, picturing the work. Pages 2 and 3 tell about managing businesses great and small; pages 4 and 5 deal with credits, collections and with rock-bottom purchasing; pages 6 and 7 with handling and training men; pages 7 to 12 with salesmanship, with advertising, with the marketing of goods through salesmen, dealers and by mail; pages 12 to 15 with the great problem of securing the highest market price for your services—no matter what your line; and the last page tells how you may get a complete set—bound in handsome half morocco, contents in colors—less than your daily smoke or shave, almost as little as your daily newspaper.

*Will you read the book if we send it free?  
Send no money. Simply sign the coupon.*

**The System Co., 151-153 Wabash Ave., Chicago**

If there are, in your books, any new ways to increase my business or my alary, I should like to know them. So send on your 16-page free descriptive booklet. I'll read it. BP-4-10

Name \_\_\_\_\_  
Address \_\_\_\_\_  
Business \_\_\_\_\_  
Position \_\_\_\_\_

## SPINAL IRRITATION

An elegantly illustrated booklet explaining the cause and cure of the disease that produces the following

### SYMPTOMS:

**HEADACHE** or pains in the head, especially in the Back part or Base of Brain; Nervous or Billious Headache; sensations that feel like the pulling or stretching of  
**CORDS** in the Neck; trouble with the  
**EYES** connected with pain or aching in back part of head or neck or upper part of shoulders; aches or pains in the eyes or back of them; specks or spots before the eyes or blurred vision; a frequent desire to  
**SIGH** or **YAWN** or take a deep, full breath, and in some cases, an inability to do so;  
**PALPITATION** or irregularity of the heart; pains, oppression, difficult breathing, or very peculiar and disagreeable feelings in the region of the  
**HEART, LUNGS, STOMACH**, or other parts of the body that doctors often call Neuralgia, Rheumatism, Indigestion, Heart trouble and various other names, but fail to cure; aches or pains in the region of the  
**KIDNEYS; BACKACHE**; sensations of oppression or constriction like a  
**BELT AROUND THE BODY**, or part way around;  
**PARTIAL PARALYSIS** of arms, shoulders, hands, lower limbs or feet, causing pains in these members, or a  
**NUMB FEELING** or sensations of coldness, heaviness, or a tingling or feelings resembling the  
**PRICKING OF PINS** or needles or as if the parts were asleep;  
**SORE, TENDER OR BURNING** points along the spine or in the limbs or feet; pains in the face, arms, back, lower limbs or feet, resembling those of  
**NEURALGIA OR SCIATIC RHEUMATISM** (physicians often treat these symptoms as ordinary neuralgia or rheumatism, but such treatment will not cure them);  
**CHILLS UP OR DOWN BACK**;  
**CREETING** sensations, coldness or numbness; pain  
**BETWEEN SHOULDERS**.

If you have the above named symptoms, or any of them, you probably have **SPINAL IRRITATION**, a very serious disorder that but few physicians can cure. Yet it is very easily cured by proper treatment. Our elegantly illustrated booklet explains how. It also describes the disease and explains what causes it.

Price, 10 Cents

OHIO STATE PUBLISHING CO., 93-5 The Birmingham, Cleveland, O.

## THE ALAMO

### Colorado Springs' New Fire-Proof Hotel

*Strictly First-Class—American and European Plan*

#### RATES:

*American Plan—\$2.50 to \$4.00 per day and upwards.*

*European Plan—\$1.00 per day and upwards.*

**150 Rooms—Fifty Elegant Suites with private baths.**

**Golf and other Outdoor Sports accessible to guests.**

## Colorado Springs, Colorado

## Mr. Business Man

Are you interested in the resources and developments of Western Canada? If so, drop a card with your name and address to

### Anthony Anderson

Drawer 735, Victoria, B. C.

**This is an Advertisement it will Pay You to Answer**



**Save your Pocket and Insure your Keys**

Key Insurance—Good for one year, Insures Keys and Identifies Owner; this with Genuine Morocco Combination Key and Knife Purses.....50c  
Accident Insurance—Above, plus a Limited Accident Policy for \$1,000, renewable each year.....\$1.00  
Key Purses, { Cowhide.....25c. Combination { Cowhide.....40c.  
(KeyChains { Morocco.....35c. Key and { Morocco.....50c.  
5c. extra.) { Seal, Russia, 50c. Knife Purses { Seal, Russia, 65c.

Special Prices in Quantities for use as Advertising Novelties

**MURRAY S. CHISM, Patentee and Manufacturer**  
224 N. Camac St., Philadelphia, Pa.

**SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"**

## HOME MAKING

We believe: That Home-making should be regarded as a profession; that right living should be the fourth "R" in Education; that health is the duty and business of the individual; illness of the physician; that the spending of the money is as important as the earning of the money; that the upbringing of the children demands more study than the raising of chickens; that the home-maker should be as alert to make progress in her life work as the business or professional man. We teach every phase of Home Economics, by mail, right in your own home.

### American School of Home Economics Chicago

By affiliation with the American School of Home Economics, and under our Co-operative Educational Plan, we offer you this complete course in "Homemaking" *without a cent of cost*—only a slight service is required. Why not send a postal today and receive full information?

**THE PEOPLES UNIVERSITY**  
P. O. Box 842, University City, St. Louis, Missouri

## YOU SHOULD KEEP BEES

Several hundred dollars a year can be added to your income. The returns are nearly all profit. Bees require but little care. A woman or child can look after them during spare time. They may be kept almost anywhere. You start with an inexpensive outfit that can often be paid for out of the first year's profits. Many people earn a livelihood with their bees alone.

We teach you the science of Beekeeping for profit by mail, in a very short time.

### The Root Correspondence School of Apiculture Medina, Ohio

By affiliation with The Root Correspondence School of Apiculture, and under our Co-operative Educational Plan, we offer you this complete Course in Beekeeping *without a cent of cost*—only a slight service is required. Why not send a postal card today and receive full information.

**THE PEOPLES UNIVERSITY**  
P. O. Box 843, University City, St. Louis, Missouri

# The Practical Value of Mental Training



*Henry Dickson*  
Principal Dickson School of Memory. The largest and most successful School of Mental Training in the world.

**WHAT** James H. C. A. Jones needed was a practical course of Memory Training; with that behind him he might now be in partnership with the merchant, instead of hiking for another job. No matter whether you are employer, employee, student, business man or Book Agent, you are not Making Good if your Memory is on the Job only Half the Time. The man

Read what WALT MASON, the Poet-Philosopher has to say about it:

## STOP FORGETTING

*The merchant said in caustic tones: "James Henry Charles Augustus Jones, please get your pay and leave the store; I will not need you any more. Important chores you seem to shun; you're always leaving work undone, and when I ask the reason why, you heave a sad and soulful sigh, and idly scratch your dome of thought, and feebly say: 'Oh, I forgot!' James Henry Charles Augustus Jones, this world's a poor resort for drones, for men with heads so badly set that their long suit is to forget. No man will e'er write his name upon the shining wall of fame, or soar aloft on glowing wings because he can't remember things. I've noticed that such chaps as you remember when your pay is due; and when the noon-time whistles throb, your memory is on the job; and when a holiday's at hand, your recollection isn't canned. The failures on life's busy way, the paupers, friendless, wan and gray, throughout their bootless days, like you, forget the things they ought to do. So take your coat and draw your bones, James Henry Charles Augustus Jones."*

*Walt Mason*

Copyright, 1909, by George Mathew Adams.  
Reproduced by permission from the Chicago Daily News  
of Feb. 15, 1910.

with the Wandering Mind is a drug on the market—he has too many competitors. The Great Men of all ages are those who grasped the ability to Concentrate. **You** can acquire this ability. How? Send coupon for my **free** booklet.

The Dickson System has been highly recommended by Elbert Hubbard, Professor David Swing, Dr. Latsen and many others.

Send this coupon for my free book (or a postal will do)

Prof. Henry Dickson, 938 Auditorium Building, Chicago

Send me your free booklet, "How to Remember!"

NAME \_\_\_\_\_

ADDRESS \_\_\_\_\_

CITY \_\_\_\_\_ STATE \_\_\_\_\_

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

**M**USIC LOVERS everywhere, whether beginners, advanced pupils, teachers or professional musicians, are rejoicing in the fact that through an affiliation with The Quinn-Campbell Conservatory of Music, the Peoples University of the American Woman's League is able to offer to all of its members a complete course of study in music, from the most elementary instruction through to Harmony, Composition, Counterpoint, Fugue and Orchestration.

The Quinn-Campbell Conservatory of Music is probably the greatest correspondence school of music in the United States, if not in the world. Among their successes they have three pupils who are at the head of three state universities, one who won the state prize offered for the best musical composition, another who won the national prize for the best article in one of the largest music magazines.

A complete course in this Conservatory is offered to all members of The American Woman's League, as one of the rights of membership. A slight service, only, is required to become a member.

The instruction offered by The Quinn-Campbell Conservatory of Music is the product of a lifetime's study, twenty years of which were spent in London, Berlin, Leipsic, Paris and other musical centers, and is the fruition of personal association with Sir G. A. Macfarren, Dr. Oscar Paul, Salomon Jadassohn, Manuel Garcia, Franz Liszt and other music giants.

Hundreds of pupils of The Peoples University who are taking this course have written to the Conservatory expressing their astonishment at the thoroughness and beauty of the instruction. Music teachers are finding in this work a system of instruction that is invaluable—so much so that the method of this Conservatory is being adopted in schools, colleges and by private teachers throughout America.

Full information about the League and the Quinn-Campbell Conservatory will be gladly sent in response to a postcard request. Address:

**The Peoples University**

P. O. Box 959, University City, St. Louis, Missouri

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"



# How to Increase Your Mental Wealth at Small Cost—

**T**O BECOME a better Speaker of Words—and to be a scientific salesman one must know how to speak wisely and well—one should have a thorough acquaintance with the great classics of literature.

¶ *The Caxton Brochures* are exquisitely printed in two colors on high-grade paper—protected with a heavy cover—tied with silk—brightened with a special portrait of the author by Hillberg—and possess the great merit of fitting the pocket both in size and price.

¶ By special arrangement we have secured a limited quantity of these beautiful Brochures and while they last they will be sold for Fourteen Cents each or Ten for One Dollar.

¶ Of course you know we wrap all our goods with Satisfaction—which means that you can have your money back absolutely without question if you are not perfectly satisfied.

## *The Caxton Brochures*

¶ A collection of Little Masterpieces, published one each month, by the Caxton Society, the aim being to present the most significant essays and short stories by the world's best authors, in a form that will appeal to all bookish people.

No. 1—CHARLES LAMB'S ESSAY, "A Dissertation upon Roast Pig," also "Detached Thoughts on Books and Reading."

No. 2—RALPH WALDO EMERSON'S "Essay on Compensation."

No. 3—"THE CHINESE PHILOSOPHER'S SON," by Oliver Goldsmith. This number is now out of print.

No. 4—"BIBLIOPHILE AND BIBLIOMANIAC," by Henry Houssaye and Henry Ward Beecher.

No. 5—"COLLECTANEA," being certain verses written by Rudyard Kipling.

No. 6—"POOR RICHARD'S ALMANACK." Shrewd wit of Benjamin Franklin as compiled by himself. With facsimile reproductions.

No. 7—"HENRY DAVID THOREAU, His Character and Opinions," by Robert Louis Stevenson.

No. 8—"BACON'S ESSAYS," being those contained in the first edition, published in 1597. With facsimile reproductions of some of the pages.

No. 9—"WISDOM OF CHESTERFIELD." Being extracts from letters of the Earl of Chesterfield to his son.

No. 10—"LOVE LETTERS OF HENRY VIII TO ANNE BOLEYN." The authentic love letters of a real king.

No. 11—"RUBAIYAT OF OMAR KHAYYAM," by Edward FitzGerald. This is a careful reprint of the first edition, introduction and notes.

No. 12—"SELF-RELIANCE," by Ralph Waldo Emerson. "Let a man know his worth, and keep things under his feet."

No. 13—"WILL O' THE MILL," by Robert Louis Stevenson.

No. 14—"RABBI BEN EZRA," by Robert Browning. This number contains a special analysis and study.

No. 15—"THE LEGEND OF SLEEPY HOLLOW," by Washington Irving.

No. 16—"THE ATHEIST'S MASS," by Honore de Balzac.

No. 17—"ODES OF ANACREON," as translated by Thomas Moore.

No. 18—"EVERYMAN," the great Morality Play. Facsimile reproductions from old editions.

No. 19—"ADDRESS ON ARTS AND CRAFTS," by William Morris.

*We believe these Brochures are a little better than anything ever before attempted in special editions at a popular price. The numbers now ready are No. 1 to 19, inclusive; and with exception of No. 3 which is out of print. We will supply them at fourteen cents each, or ten for one dollar.*

## Sheldon University Press, Libertyville, Ill.

DEPARTMENT 87



**T**HE university of the future, yes, the commercial schools of the future will be equipped with human nature analysts who can read the pupil when he enters, determine his natural bend, discern the success qualities for that vocation in which he is lacking and prescribe the mental nourishment and use needed. —*Sheldon*



JUNE, 1910

*Gen. Lib.*

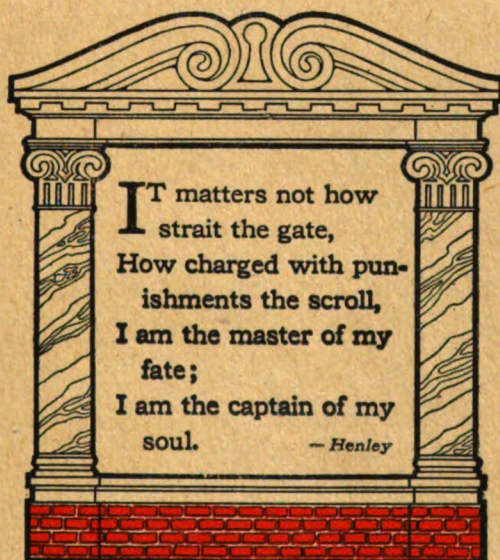
PRICE 20 CENT

JUN 7 1910

SHELDON'S

# *The* BUSINESS PHILOSOPHER

AND SALESMANSHIP



IT matters not how  
strait the gate,  
How charged with pun-  
ishments the scroll,  
I am the master of my  
fate;  
I am the captain of my  
soul.

— Henry

ARTHUR·FREDERICK·SHELDON  
EDITOR

SHELDON·UNIVERSITY·PRESS  
LIBERTYVILLE·ILLINOIS



# Ginger Talks

235 PAGES—15 FULL PAGE CARTOONS

## Sales of Two Millions a Month

The Course in Salesmanship that Built Them for the National Cash Register Company

## Yours for Two Dollars

**T**HINK of a course in practical salesmanship, written straight out of the heart of the greatest selling organization in the world, by a Director of that organization; a course that does not merely describe the selling system of this colossal concern—but IS THAT ACTUAL SYSTEM ITSELF—the word for word Ginger Talks of that world famous company to its 1,000 salesmen—the verbatim coaching, the exact specific instruction, the very selling pointers and arguments and inspiration and enthusiasm that built up, through those 1,000 red-blooded salesmen, a business of over two million dollars a month in monthly sales.

*The Pabst Co. bought it for its 1800 salesmen. The Quaker Oats Company invested \$450 in it. 1682 other giant concerns have taken it for their entire sales forces, many taking from 100 to 1000 each.*

Ask us to send you a list six feet long of these concerns which employ nearly 50,000 salesmen

**G**INGER TALKS is a complete text-book of instruction and pointers on the art of selling goods. They simplify the whole of practical salesmanship; make clear with wonderful illustrations and exact explanations how to make approaches, how to secure attention, how to create desire, how to stimulate to immediate action and walk out with the order. They tell the salesman how to turn enmity into friendship, cold indifference into eager interest, casual inquiries into actual buyers, actual buyers into permanent customers. They touch on a thousand salesmen's difficulties and perplexities and show a way out of each one.

**G**INGER TALKS is the only business book ever written that is as brilliant and fascinating in style and has the same human interest as George Ade's "Fables in Slang," Billy Baxter's Letters," or Mr. Dooley's famous conversations with his friend Hennessy. The sentences are crowded with epigrams, sharpened with penetrating wit, lighted up with humor, and made fairly alive with the tones of a masterful personality. It is this wonderful combination of solid instruction and brilliant expression—"beef-steak nutriment and champagne style" that has brought Ginger Talks their tremendous sales.

### SEND YOUR GINGER

SHELDON UNIVERSITY PRESS, Libertyville, Illinois.

I am enclosing Two Dollars. Send me a copy of Holman's "Ginger Talks."

Name.....

Address..... State.....

You can enclose \$3.50 and receive a copy of Ginger Talks and The Business Philosopher for one year

ARTHUR F. SHELDON  
EDITOR-IN-CHIEF

# CONTENTS

ARTHUR W. NEWCOMB  
MANAGING EDITOR

JUNE, 1910

|                                                             |              |
|-------------------------------------------------------------|--------------|
| QUOTATION .....                                             | Frontispiece |
| <i>By Phillips Brooks</i>                                   |              |
| EDITORIAL .....                                             | 319          |
| <i>By A. F. Sheldon</i>                                     |              |
| LIFTERS AND LEANERS, THEIR PART IN THE WORLD PURPOSE.....   | 327          |
| <i>By Courtenay Barber</i>                                  |              |
| SOME ESSENTIALS OF GOOD ADVERTISING AND NEEDED REFORMS....  | 333          |
| <i>By Hugh Chalmers</i>                                     |              |
| CHANGE FOR THE MENTAL CASH REGISTER.....                    | 335          |
| <i>By Dr. W. A. Mackenzie</i>                               |              |
| BUSINESS BUILDING AND THE ADVERTISING AGENT.....            | 337          |
| <i>By Charles F. W. Nichols</i>                             |              |
| AN ADVERTISING AND REFERENCE LIBRARY.....                   | 339          |
| <i>By Morton Mayne</i>                                      |              |
| GLEANINGS FROM BUSINESS FIELDS.....                         | 341          |
| <i>By Thomas Dreier</i>                                     |              |
| THE NEW CONVERSION.....                                     | 347          |
| <i>By Uncle Tim</i>                                         |              |
| WHAT POWER OF DETERMINATION DOES.....                       | 349          |
| <i>By W. H. Tennyson</i>                                    |              |
| THE QUESTIONS OF SOCRATIC.....                              | 351          |
| <i>By Arthur W. Newcomb</i>                                 |              |
| BATTER DOWN THE ALPS THAT LIE IN YOUR WAY.....              | 356          |
| <i>By Thomas Dreier</i>                                     |              |
| ADVERTISING AS A COMMERCIAL POWER.....                      | 359          |
| <i>By Glenwood S. Buck</i>                                  |              |
| MAKING GOOD HABITS AND BREAKING BAD ONES.....               | 361          |
| <i>By Arthur Bernard Freeman</i>                            |              |
| MANAGER NOT AGAINST CLERK, BUT CLERK MUST USE BRAINS..      | 363          |
| <i>By Don E. Mowry</i>                                      |              |
| LIFE INSURANCE SALESMANSHIP, A STAPLE, PAYING PROFESSION... | 365          |
| <i>By Stewart Anderson</i>                                  |              |
| THE ORCHARD RESTFUL, PROFITABLE, FOR WEARY BUSINESS MAN     | 367          |
| <i>By John S. Hughes</i>                                    |              |
| LETTERS OF A SALES AND ADVERTISING MANAGER.....             | 369          |
| <i>By George H. Eberhard</i>                                |              |
| HONESTY AS A FACTOR IN SALESMANSHIP.....                    | 374          |
| <i>By J. E. Bullard</i>                                     |              |
| LEAVES FROM MY ORDER BOOK.....                              | 377          |
| <i>By Morton Mayne</i>                                      |              |
| LESSONS FROM H. G. SELFRIDGE'S SUCCESS IN LONDON.....       | 382          |
| <i>From London Daily Chronicle</i>                          |              |
| THE PHILOSOPHER AMONG HIS BOOKS.....                        | 384          |

¶ Two dollars a year will bring the magazine to anyone in the United States or its possessions, \$2.25 in Canada, and \$2.50 in foreign countries. Requests for "change of address" must reach this office before the tenth of the month in order to insure the proper mailing of the current issue of this magazine. In sending in the new address please give your previous location.

Published by the Sheldon University Press, Libertyville, Illinois

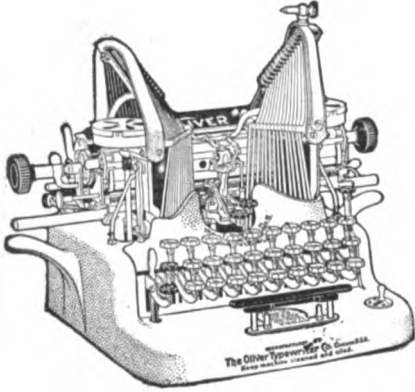
Entered as Second-Class Matter, December 15, 1908, at the Post Office at Libertyville, Illinois, under Act of March 3, 1879. Copyrighted by Sheldon University Press.



# Seventeen Cents a Day Buys an Oliver Typewriter

This amazing offer—the New Model Oliver Typewriter No. 5 at 17 cents a day—is open to everybody, everywhere.

It's our new and immensely popular plan of selling Oliver Typewriters, on little easy payments. The abandonment of *longhand* in favor of clean, legible, beautiful *typewriting* is the next great step in human progress.



Already—in all lines of business and in all professions—the use of *pen-and-ink* is largely restricted to the writing of *signatures*.

Business Colleges and High Schools, watchful of the trend of public sentiment, are training a vast army of young people in the use of Oliver Typewriters.

The prompt and generous response of the Oliver Typewriter Company to the world-wide demand for *universal typewriting*, gives tremendous impetus to the movement.

The Oliver, with the largest sale of any typewriter in existence, was the logical machine to take the initiative in bringing about the *universal use* of typewriters. It *always* leads.

## Save Your Pennies & Own an Oliver

This "17-Cents-a-Day" selling plan makes the Oliver as easy to *own* as to *rent*. It places the machine within easy reach of every *home*—every *individual*. A man's "cigar money"—a woman's "pin-money"—will buy it.

Clerks on small salaries can now afford to own Olivers. By utilizing spare moments for practice they may fit themselves for more important positions.

School boys and school girls can buy Olivers by saving their *pennies*.

You can buy an Oliver on this plan at the regular catalog price—\$100. A small first payment brings the machine. Then you save 17 cents a day and pay monthly.

And the possession of an Oliver Typewriter enables you to *earn money* to *finish paying* for the machine.

### Mechanical Advantages

The Oliver is the most highly perfected typewriter on the market—hence its 100 per cent efficiency.

Among its scores of conveniences are:

- the Balance Shift
- the Ruling Device
- the Double Release
- the Locomotive Base
- the Automatic Spacer
- the Automatic Tabulator
- the Disappearing Indicator
- the Adjustable Paper Fingers
- the Scientific Condensed Keyboard

### Service Possibilities

The Oliver Typewriter turns out more work—of better quality and greater variety—than any other writing machine. Simplicity, strength, ease of operation and visibility are the corner stones of its towering supremacy in

- Correspondence
- Card Index Work
- Tabulated Reports
- Follow-up Systems
- Manifolding Service
- Addressing Envelopes
- Working on Ruled Forms
- Cutting Mimeograph Stencils

Can You Spend 17 Cents a Day to Better Advantage than in the Purchase of this Wonderful Machine

Write for Special Easy Payment Proposition or See the Nearest Oliver Agent

The Oliver Typewriter Co., The Oliver Typewriter Building Chicago, Illinois

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

Digitized by Google

## Did you ever see a proud office clerk?

Did you ever see a man spending his years in pushing a pen over a lot of books or holding down some routine office job, *proud* of his position?

Did you ever see one proud to have you know that he was just a clerk?

There *are* such men, but they are satisfied with a small success; they are not the men of ambition, who long to be bigger men.

There are today thousands of good men who are ordinary clerks, who wish they were not—men who want to be far more than that.

But yet they keep on plodding, thinking that if they stay with it long enough, something will surely turn up. And the truth is it seldom does.

If you think long years of *toil alone* will make you a big success, you are not in tune with present day methods.

You must concentrate ten years—fifteen years, even twenty years' experience into a few months of study at home. And the men who are doing this are the men who are winning.

If you want to move ahead quickly, be more than just a clerk, *get dissatisfied*—and then get in touch with *The Sheldon School*.

By a few hours of home study each day it will bring out the success qualities which you and every normal man possess and fit you for the big things in business.

You want to read the interesting literature we'll send you without a penny of cost, if you simply mail this coupon with your name and address—*now*—this very day.

### A Personal Word from Mr. Sheldon

Any work an office clerk may be doing, provided it be honest, is worthy our esteem. All praise to a good man who makes good keeping books or being a clerk. But goodness alone doesn't go far in business. Ability, plus Reliability, plus Energy, plus Action—that is the quartet which reaches the harbor of big returns. Hundreds of good men need only a little training to lead them on to great achievement. And most any man can be a "100 point" force in business by coupling what he already has with what he can get in Sheldon School Training. The question is, how soon are you ready to start?

A. F. SHELDON.

I want to read your Free Literature  
and The Sheldon Book.

Name \_\_\_\_\_

Address \_\_\_\_\_

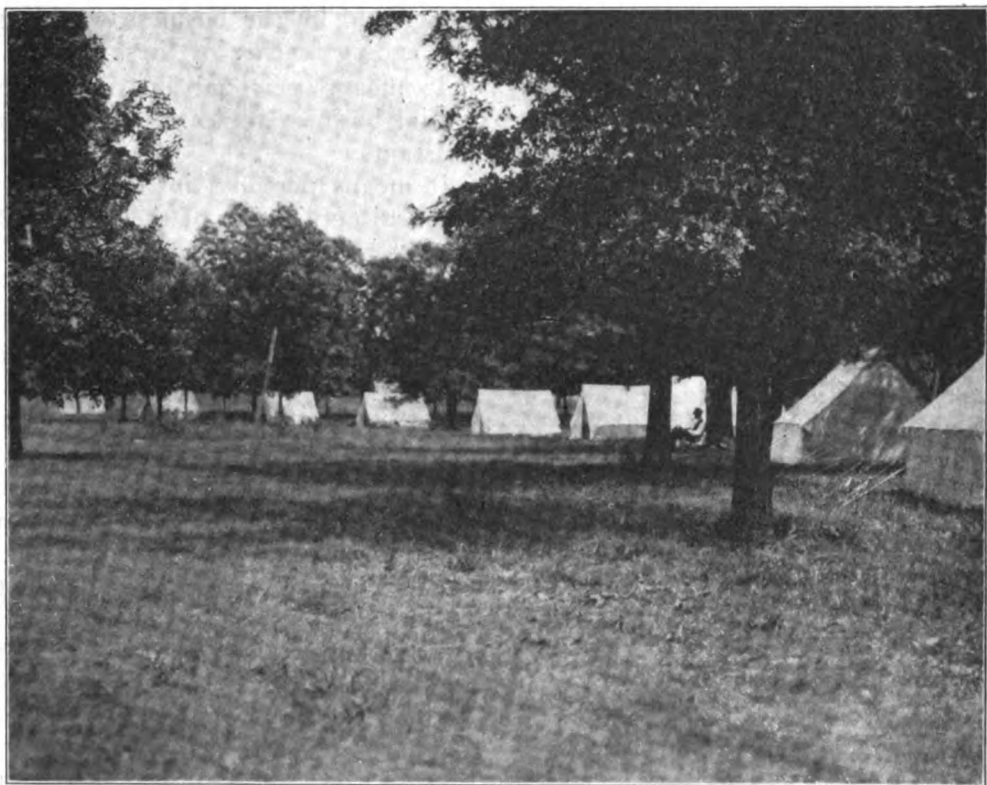
City \_\_\_\_\_ State \_\_\_\_\_

*The* Sheldon School

998 REPUBLIC BUILDING  
CHICAGO.

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

## Ginger Up Your Physical and Mental Powers at Lake Eara : *by* Sergeant-at-Arms



SOME OF THE SHELDON SUMMER SCHOOL TENTS

**E**VERY year all of the big sales organizations hold a general convention for all their salesmen. Some of them hold these gingery meetings even oftener.

Did you ever attend such a gathering?

And did you ever hear the sales manager tell how the records of the men who were there jumped right afterward?

I have heard of men who doubled their sales after such a shaking up—and never dropped back to the old gait.

Anyhow, all the live ones among the big business houses are glad to spend a lot of money every year on these conventions.

There is a mighty important suggestion for you in this fact.

It was for your benefit that I called attention to it.

Maybe your house doesn't hold a salesmen's convention. Then how are you to double your sales? Or, if you don't sell goods directly, how are you going to double your efficiency, so that you can earn and get a bigger income to take care of the increased cost of living?

## THE BUSINESS PHILOSOPHER

You have been working hard to keep up. You have been chained pretty tightly to that desk or counter of yours. Perhaps you are beginning to feel the strain.

You need a vacation—to get off into the woods, by some little lake, where it is quiet and you can rest. You need to get closer to nature and draw fresh vigor of body and mind from the sun, the air, and the trees.

But you also need something of the spirit and power of one of those piping hot, 600-volt salesmen's conventions. Perhaps you feel that you can't afford the time for a vacation when you need so much time for study and mixing with the live ones. And perhaps you feel that you can't afford the time for study and association with your business peers when you need a vacation so badly.

Cheer up! The day is saved. Your problem is solved for you.

Take both together—and a great deal more—at the Sheldon Summer School.

Let me tell you just what that means.

It means two weeks—July 27 to August 9, 1910—in camp at Sheldonhurst, on the shores of Lake Eara, near Libertyville, Illinois, one of the most beautiful places in all the Illinois lake country.

It means canoeing, sailing, fishing, swimming, base ball, basket ball, tennis, horseback riding, cross-country walks through the forests and over the prairies, dancing, singing, hammock in the moonlight, trips to Ravinia Park (with its musical and dramatic entertainments), and three square meals every day.

It means personal instruction in man building, business building, salesmanship, advertising, and other business topics by Mr. Sheldon, who is recognized by the business world as the leading teacher of these sciences.

It means personal instruction in special business topics by a corps of assistants.

It means personal instruction and practical application of the science of character analysis by Katherine M. H. Blackford, M. D., the acknowledged premier in this science today.

It means daily association with live wires in every line of business and professional life from all parts of the country—and some from abroad.

Now I do not hesitate to promise you all this because it is not a prophecy but an accomplished fact. The Sheldon Summer School meant all that I have said to a large company of students last summer—and it is going to be better in every way this summer because we learned something from our first experience.

For your own good I wish that I could somehow convey to you some idea of all the rich benefits enjoyed by that jolly crowd of royal men and women. Then nothing could keep you away. That's a sweeping statement. But I am justified in making it by the fact that they are all coming back this year.

Just read here what some of them have to say about it. How about this one?

**"Book Us for All Future Sheldon Summer Schools"**

This is from Mr. and Mrs. Thad M. Whittier and Don, of South Omaha, Nebraska:

## THE BUSINESS PHILOSOPHER

We held a consultation at breakfast this morning. The verdict was unanimous. We spent the best two weeks of our lives at the Sheldon Summer School for 1909. We again thank you for your kind treatment, and say, God willing, you may book us for all future Sheldon Summer Schools.

A lifetime is a good while, sometimes. And to call a session of the school the best two weeks in three lifetimes is putting it pretty strong. Must have been worth while to inspire a statement like that!

### "Gained a Great Deal in a Short Time"

Here is something practical from a practical man, Mr. A. E. Philleo, of Aledo, Illinois:

I want to express my appreciation of the splendid lectures and instructions given at your Summer School at Sheldonhurst. I gained a great deal in a short time. You may be sure I'll be in attendance next year.

Time is fleeting—and expensive. What you are looking for is something that will help you to make the very best use of it.

### Make Your Reservation Now

Tuition, tent, and board will be forty-five dollars. For shorter periods, three dollars and seventy-five cents a day. Children under fourteen

years, half price. The payment for tuition by the head of the family includes the other members. Board at the big table and a good tent will be ten dollars a week for those not paying tuition.

Boats furnished free.

Art Koon's famous saddle horses, seventy-five cents for the first hour; forty cents for each additional hour. Single buggies, one dollar for the first hour; seventy-five cents for each additional hour.

The Sheldon Summer School session for 1910 opens on Wednesday, July 27, and closes Tuesday, August 9.

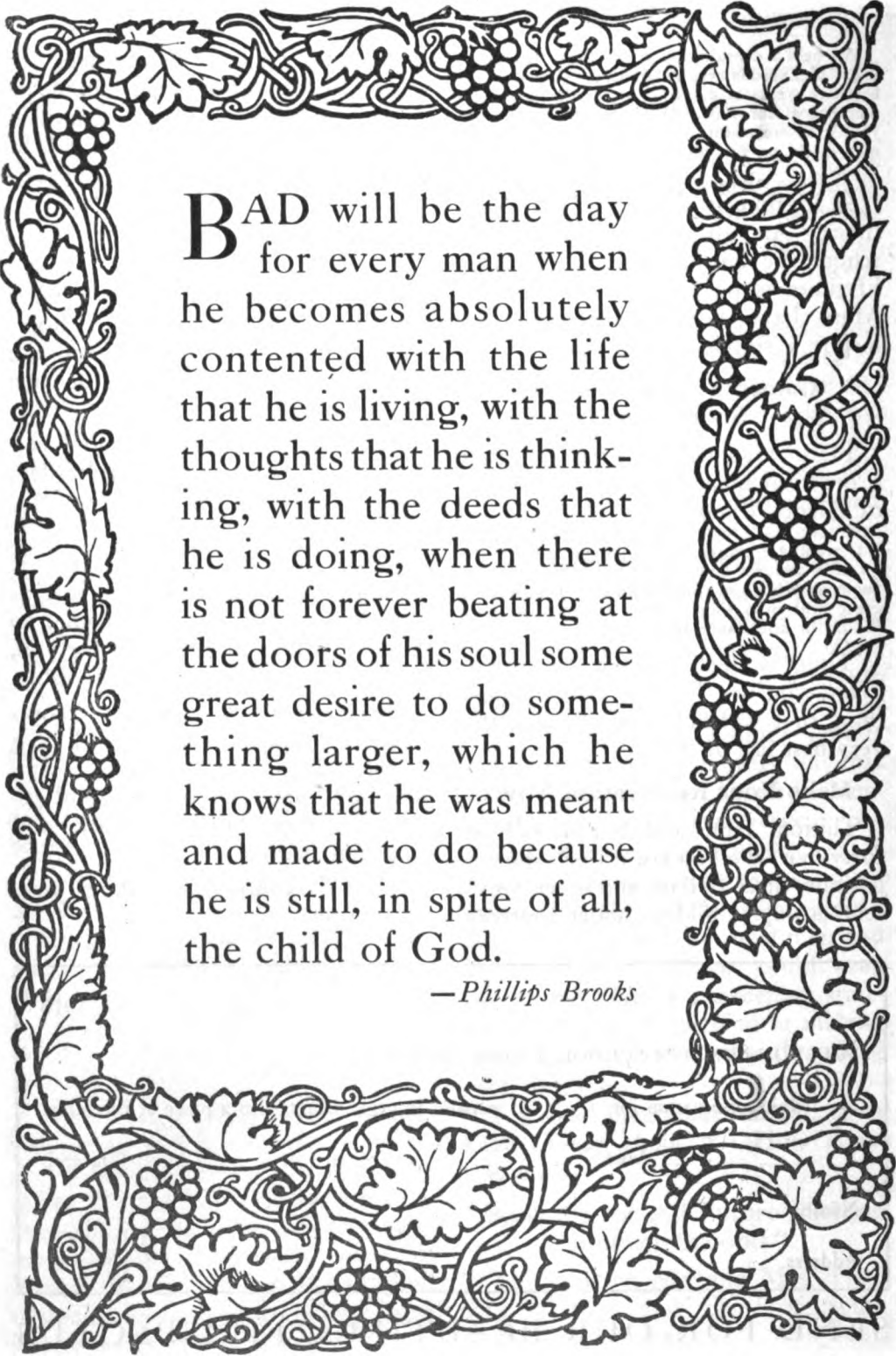
Make your reservation now, if possible. Anyhow, send it in just as soon as you can decide to come, so that a tent may be provided for you, and a plate laid for you at the table.

Bring your old clothes, tennis racquet, fishing tackle, walking shoes, riding habit, camera, swimming suit, mandolin, guitar, good appetite, a merry heart, family, and congenial friends.

Use this coupon in making your reservation:

|                                                                               |     |       |          |
|-------------------------------------------------------------------------------|-----|-------|----------|
|                                                                               |     |       | 1910     |
| SHELDON SUMMER SCHOOL, Libertyville, Illinois                                 |     |       |          |
| Make reservation for ..... persons in a good tent, also a place at the table. |     |       |          |
| .....                                                                         | Men | ..... | Women    |
|                                                                               |     | ..... | Children |
| Name .....                                                                    |     |       |          |
| Address .....                                                                 |     |       |          |

SEND FOR OUR BEAUTIFUL PROSPECTUS



**B**AD will be the day  
for every man when  
he becomes absolutely  
contented with the life  
that he is living, with the  
thoughts that he is think-  
ing, with the deeds that  
he is doing, when there  
is not forever beating at  
the doors of his soul some  
great desire to do some-  
thing larger, which he  
knows that he was meant  
and made to do because  
he is still, in spite of all,  
the child of God.

—*Phillips Brooks*

# The Business Philosopher

A. F. SHELDON, EDITOR

VOLUME VI

JUNE, 1910

NUMBER 6

## On the Front Porch

*Where We Talk Things Over*

**T**HE SNOWS went long ago. The spring rains are over, and the chill is out of the air.

Nature has put on her beautiful garments, the birds have returned from their winter in the south, and the sun shines from high in the blue.

It is pleasant out here on the front porch, and we are glad to get away from the fireplace for a few months.

This is a season of the year when there is great activity in the great natural world around us. Life is manifest everywhere. That mysterious principle that gives a self-generated vigor and power of growth and development to every living creature, from the tiniest vegetable cell up to man himself, appears renewed and freshened. We all feel the thrill of it.

The open calls to us. Confinement to store, factory, and office is irksome. We long to be out of doors with the rest of the growing things. And so we come out here on the front porch to talk over some things about the building of manhood and womanhood and business building.

In the March and April numbers of THE BUSINESS PHILOSOPHER, we talked about the training of the will and habit. Three months have passed over your head since you read that

March number, with its talk on the training of the will. Two months ago you read the April talk on habit.

Two months doesn't seem a long time, and yet in two months you have had ample opportunity to make a splendid beginning in adding to your power of action and your good, success-winning, profit-making habits.

How much have you done?

No, you needn't tell me. Just answer that question honestly to yourself. Have you made a beginning in these two or three months?

I urge you with all the power I can put into the words not to pass this over lightly. There is nothing in all the material and spiritual universe so important to you as the cultivation of your will and the formation of the right kind of habits.

If there is any success you have longed for but not attained, any power craved but not developed, and negative fought against but not overcome, any accomplishment striven for but not achieved, here lies your only path to victory.

There is no room in the world for the grumbler and complainer—no room for self-pitying and the "unlucky."



The only reason there are so many such is because of lack of development of the power of will, largely through indolence.

*Wake up!*

Would that I could shout those words so loudly that my words might be heard in every office, store, factory, and workshop, so that those who are sleeping there over their work, their eyes shut to the glorious opportunities lying thick as green grass in June all around them.

It would be a big thing if I could thoroughly awaken every one who read the Talks by the Fireplace in the March and April numbers of *THE BUSINESS PHILOSOPHER*. Then the answers to the question, "How much have you done," would be different. Then a number of men and women who are just drifting with the tide of mediocrity, just making a living or a little more or less, might take a new lease of life, like that old apple tree out there in the orchard, brace up, and bear a rich harvest of the golden fruit of success.

BUT I DISCUSSED, briefly, the subjects of action, and of habit as related to action, in man building, in the two numbers mentioned.

What I have on my mind this time is action in business building.

Did you read Lippman's "A Profitable Indictment" in the May *BUSINESS PHILOSOPHER*? Do you get the real meaning of it? Do you realize that Mr. Lippmann is there presenting evidence to show that the average business man plods along in stupid inefficiency and its resulting meagerness of success while opportunities to improve himself and his

business are thrust upon him from every side?

That seems to me a mighty severe indictment. It is only one-half true, it is time that someone shouted "Wake Up!"

I felt inclined to write a defense of the business man—and I may do it yet. But first let us get in all the evidence on the other side.

In the April number of *Advertising and Selling* appears this editorial:

Knowledge is of no practical value unless it can be applied. The student with a brain full of information which he has no means of using may pass along a higher degree of mentality to posterity than would be otherwise possible, but he is of no immediate benefit to his community or to mankind at large.

The business man who knows things about business management in general which he does not specifically apply to his own affairs neglects to help himself in the easiest of all ways—profiting by the thought and experience of others. He is as unwise as he would be if he had a storehouse full of raw material for factory use, and allowed it to lie there, untouched, year after year.

Thought, theory and experience are the raw material of business management.

Many a man reads a helpful, thoughtful article—in *A&S* for example—and, saying "By George, that's a splendid article," goes his way and forgets it, while a little figuring, a little adaptation and a few notes of instruction to his subordinates would put into practice in his own business the ideas and methods which would make and save money for him.

Such a man lacks both imagination and initiative. The theory he knows to be sound; the practice, he thinks, is for the other fellow. Instead of figuring upon ways to utilize the experience of others in his own business and getting in line with the most progressive thought of the day, he contents himself by only partially assimilating it, and going ahead in the rut to which he has become accustomed. Men in other professions do not do this—why should business be the exception?

Another thing: Business is business, nothing more and nothing less. Making and selling toothpicks and making and selling automobiles differ vastly in details, but the broad, basic principles are identical. The automobile man makes the mistake of studying only the methods of his competitors—he pays no attention to the toothpick man. They have nothing in common, he thinks. The most startling, spectacular success in the toothpick line, with inside details

as to how it was achieved, interests him but casually—toothpicks are not automobiles, you know!

One of the chief reasons for the marvelous progress and success of the Hebrew race is adaptability—the faculty of taking a recognized principle or proved fact in the clothing business, and applying it successfully to anything, from apples to airships. Watch and see.

That's another hot one. Are the majority of business men so slow? Is business, as a whole, still lingering in the darkness of ignorance and indifference—or at best only coming out into the twilight of knowledge and study?

And while the question was in my mind came a letter from a good friend, criticising, in a very friendly way, the talk *By the Fireplace* in the May BUSINESS PHILOSOPHER. You remember that I said in that talk that business had the power and would eventually wipe out the evils arising from poverty. I went even farther than that and said that business was already beginning to take action.

My friend, commenting upon these statements, says:

It is true that by the time our tortoise public gets around to abolish an abuse, its wastefulness even in cold cash has reached unto heaven. Sad, but true, so long as Mammon holds the baton, reforms will wait till blind, blear-eyed Business is touched in its only sensitive spot. . . . None can deny that business is always the tardiest element in seeing what *is* good business. It takes the muck-rakers to tell them and dangle red figures in their faces some decades first. Then finally Big Business stealthily awakes, says "I told you so," and because it carries the key to the strong-box can flaunt its reforms to the public and brag in cold nerve of its civic virtues.

I think my friend goes too far. But there is much of truth in the criticism, nevertheless.

Business is slow. Business is conservative. Business does yield with difficulty to new ideas. That is human nature—especially the nature of men who have much at stake. If business

were to run off madly after every new reform idea that is offered, the whole financial, commercial, and industrial fabric of society would be ripped and rent in every direction. The whole race would suffer.

The reformer is naturally impatient—eager to see his reform put to the test. And he is likely to be an extremist, sincere, but carried away by the force of his own feelings. The "red figures" that he dangles in the face of Big Business are not always reliable. Perhaps all this is necessary. If he didn't go to extremes, he might not get attention.

Business has a big service to perform—no less a task than that of feeding, clothing, sheltering, warming, transporting, educating, and supplying the accoutrements of pleasure and culture to the entire race. Besides this, business must support governments, churches, societies, charities, and reforms. The very muck-raker himself is nourished and equipped by business—is paid for his work out of the profits that business earns.

Business is a large body. And large bodies move slowly. It is well for us that they do.

But even large bodies must move. It is as dangerous to stand still as it is to move too rapidly.

---

THERE ARE many voices calling to business to move. Many reforms, in many directions, are suggested. Some of them are wise, some are ill-considered and fanatical. Business cannot take action on them all and is naturally suspicious of most of them.

But there are two or three new ideas that have become almost

axioms in business—they are now accepted without question by pretty nearly the entire business world. When business men and business as a whole get action on these ideas, the most, if not all, of the wise reforms that the good people are agitating for will be effected.

The first of these ideas may be stated in the form of a law, as laid down by Herbert Spencer:

"Learning a business involves the learning of the science underlying that business."

It is now admitted by all progressive business men—and by most of the unprogressive as well—that business is a science. There is very little more preaching needed to convert the business world to that doctrine.

Suppose business men were to act upon that law. How they would study! How eagerly they would snap up anything that looked like a fact or a law applicable to business, just as other scientists are ever on the alert!

But the big task is to get business men to act.

How many business men take the pains to learn the science that underlies their business?

This is the very meat of the nut in Mr. Lippmann's "Profitable Indictment."

It is this inaction that the editor of Advertising and Selling strikes at in his editorial, reprinted a few pages back.

And, in a large measure, this is the real reason why my friend feels justified in that scathing criticism of Big Business.

Why? What is the reason that a business man, intelligent, eager for

profits, and ambitious for success, will freely admit that his business is in truth a profession—the practice of a science—and then carefully neglect to study that science?

Psychologically, there are two reasons:

First, the natural inertia of the mere human—in other words, the lack of will training and development, or, still more plainly, laziness;

Second, the peculiarity of the mind that intellectually accepts a law or principle but fails to connect that law or principle in any way to its own specific acts.

The business man with an untrained and undeveloped will says, "Yes, I know that business is a science. And I must study it. In fact, I'm going to study it just as soon as I can get at it."

But he never does. He is always "going to."

Meanwhile he goes on in the same old rut, making a mere living when he might be making a fortune—or better, making a life.

Some, indeed, do make big profits. Their daily balance sheets show large gains in money. But they miss some of the other essentials of success. Because they have not made a study of the science of their business, their money oftentimes becomes a punishment instead of a reward.

Again, there are those who actually study the science of business who do not put it into practice. And these, likewise, either lack the quality of action or fail to make the connection between the laws and principles of the science they have learned and the everyday affairs of their business.

Here again comes in the immeasurable importance of training the will.

The business man who believes that business is the practice of a profession based upon a science, and yet fails to see that his business success halts because he does not study and apply that science, is probably the very same man that thrills with patriotism on the Fourth of July, whose eyes fill and throat throbs as he gazes on "Old Glory," but who is too busy or too lazy to perform the duties of good citizenship—and perhaps delivers all the votes he can influence to the boss of his ward or city because that boss gets for him some special privileges not accorded to others. It has never occurred to him that his acts are a violation of the principle of patriotism. The same man might joyously go out on the battle field and give his life for his country. He has simply failed to see the connection between good citizenship and patriotism.

The same thing is often true of many men who study the science of business and learn its principles. It never occurs to them that they are violating the very principles they may be loudly proclaiming to others. They have never made the connection.

Here is a man "kicking" a platen press—running it with a treadle. A salesman comes along and sells him a motor for that press and attaches it for him. He also explains that the main trunk lines from the big power house down by the dam run right by the printing office.

But the man still continues to "kick" the press. He never connects up his motor to the main lines.

So is the man who never connects up the words and acts of his everyday life and business practice with the laws and principles of the business science he has learned. He knows, for example, that the law of mutual benefit is a fundamental law of business success. But it may never strike him that it is a violation of that law to waste time, if any employee, or form a combination and raise prices to an exorbitant figure, if he is a manufacturer or merchant.

ANOTHER IDEA, which may also be stated in the form of a law is this:

"The science of business is the science of service. He profits most who serves best."

This, you see, follows logically after the idea that there is, indeed, a science of business.

But it was a long time after the business world made up its mind that there was a science of business before the discovery was made that that science was the science of service.

This is just the opposite of the old idea of business, which was "Let the buyer beware."

But it is now generally accepted—in theory, at least. And, more and more, it is being put into practice.

There is no question that some of the biggest and most successful business institutions in the country today were built up from the very foundation upon the service idea. And the practice of obedience to the law of service is spreading rapidly.

As I travel about meeting business men everywhere and visiting their stores, factories, workshops, offices, and warehouses, I find that the desire to serve is taking the place of the old desire to pile up a fortune.

I find that business men are getting the dollar of today far enough from their eyes so that they can see the dollar of tomorrow and the day after.

I find more and more business men who see with cosmic vision—who see that they are parts of a great unity, and that the whole is greater than any of its parts, and are acting upon that knowledge.

But I must admit that there are too many who, even if they do see the truth, still fail to make it a living power in their lives and in their business. The trouble is either the old weakness—the weakness of the will—the want of power to act—or the old blindness—the failure to see the connection between the principle or law and their own acts.

But when this law is universally recognized and obeyed—as it will be—then the muck-raker's occupation will be gone.

---

ONE MORE new idea in business, also stated in the form of a law is:

“Man's power to serve, and therefore to profit, is in direct proportion to his  $A + R + E + A$ —his Ability plus his Reliability plus his Endurance plus his Action.

This is going a step farther, but you can see that it is true. And you can see that it follows logically the law: “The science of business is the science of service. He profits most who serves best.”

Many thousands of business men believe fully the truth of this law. Perhaps you are one of them. I trust that you are.

But how many are earnestly striving to increase their  $A + R + E + A$ ? Are you? And are you doing the best you can at it?

Or is it the same old story of lack of power of action?

Can you imagine the world with every individual a man or woman of marked ability, marked reliability, marked endurance and marked power of action? Just paint a mental picture of that kind of world. And then remember that it is possible.

---

AND NOW, to sum up, we have the indictment, in three counts:

Mr. Lippmann says that business men will not take the pains to inform themselves about the very things that would help to make their business a success, and that this is the reason why ninety-five per cent of them make just a bare living—or less—instead of a great success.

The editor of Advertising and Selling says that too many business men read good business literature, see the force of it, and then go away and forget to make any application of it to their own business—that most business men fail to see the force and application of a general principle.

My friend says that Big Business is the very last element to see what is good business—that the muck-rakers have to dangle “red figures” in its face for two or three decades before it wakes up to the losses caused by any abuse.

Business does not plead guilty to the indictment, but answers that, with all it has at stake, it must be conservative, go slowly—that it cannot run after every will-o'-the-wisp idea

that is offered by reformers and writers.

I have shown how business does not need new general ideas—or laws and principles—so much as business and business men need to get action on the ideas, laws, and principles already known—that the reforms suggested might all be brought about if laws of success now known and accepted were only obeyed.

I have shown that there are two reasons why these laws are not more generally obeyed—because of man's natural laziness, and because of failure to perceive the connection between the law or principle and specific acts.

Let us take a little time to look for the remedy.

The man who knows the law and lacks the will to obey, and the man who knows the law but fails to see its application to him are really both in the same boat. They know intellectually, but their feelings have not been aroused.

Take the example I used of the principle of patriotism. When war threatens his country, the delinquent citizen becomes practical in his patriotism and willingly sacrifices home, friends, property, and even life itself for the nation.

It is psychologically true that the will acts as a result of the strongest motive. And motive is thought plus feeling. Thought alone has little if any power to influence the will.

Do you remember the methods given you in the talk *By the Fireplace* in the March *BUSINESS PHILOSOPHER* for arousing the positive feelings? Here they are in brief:

Meditate.

When you do have a positive feeling warm it up by thought, memory, and imagination.

Study biography.

Seek the environment and associates favorable to the feelings you wish to cultivate.

Act as if you possessed the desired feeling.

When a positive feeling is aroused, act upon it then and there, if possible, or as soon as you can.

Enlist the law of habit on your side.

When you have done all these things persistently and earnestly, then the indictment we have been talking about will not be a true bill in your case. And your profits will show it.

And business as whole—what of it?

In the first place, let me remind you that when you have done your part, and every other unit in the whole mass has done its part, then the thing will be accomplished.

The most important thing, for you, is to do your part.

As for the rest, perhaps the dangling of "red figures" by the muck-raker is one way of making them meditate—of arousing their feelings and stirring their will to action.

But your example is a big incentive. It starts an endless chain of influence.

Let us suppose that you proceed to develop your will power to a marked degree. If it is already developed to a marked degree, let us suppose that you develop it still more.

With your will thus developed, and knowing the laws and principles of business success as you do, you will

then get action and develop your A + R + E + A.

This in turn will give you a greater power to serve and bigger profits.

Your action and the resulting success set the example to two others, who do likewise, and also make a success of their business. Each of them influences two others. That makes four. Each of the four influences two others. That makes eight. You see how rapidly the circle of influence widens. Soon it has spread to thousands.

And this is the most effective of all reforms—the reform that spreads in ever-widening circles of influence, touching and making over individual lives.

Agitation, legislation, and regulation may all have their place, but they effect a real remedy only when the individual units of which the mass is composed are in hearty accord with thought, feeling, and will.

Yes, good brother, the great thing is for you to get action.



**T**HE WAY for a young man to rise is to improve himself in every way he can, never suspecting that anybody wishes to hinder him. Allow me to assure you that suspicion and jealousy never did help any man in any situation. There may sometimes be ungenerous attempts to keep a young man down; and they will succeed, too, if he allows his mind to be diverted from its true channel to brood over the attempted injury. Cast about, and see if this failing has not injured every person you have ever known to fall into it.—*Lincoln*.

# Lifters and Leaners and Their Part in the Great World-Purpose: *by* Courtenay Barber

*Address Delivered Before the Pittsburgh Life Underwriters Association,  
by the General Agent of the Equitable Life Assurance Society, Chicago*

*On January 27th, 1910, I had the honor of speaking before the Pittsburgh Life Underwriters Association on the same program with Courtenay Barber, General Agent of the Equitable Life Assurance Society, of Chicago. Barber is a dynamo of the non-resistant type. He wrote over a million paid insurance last year. He's one of the masters in the insurance world. His address entitled "Lifters and Leaners" was so good that I asked him for the privilege of printing it in The Business Philosopher. It is with much pleasure that I now give our readers the opportunity of reading that to which I listened on the night of January 27th.—A. F. Sheldon.*

**T**HE PRESIDENT'S generous introduction reminds me of the experience of a gentleman who was traveling out West. He was obliged to stay in a small town over night and the only thing doing in the town that night was a prayer meeting held for the purpose of relieving the distress which had come to the community by reason of the failure of the crops and other adverse conditions.

The stranger found almost everyone in the small village present.

The leader of the meeting called upon one after another to offer prayer. The substance of each petition was that the Lord would send particular articles of provision to particular families (mentioning them by name) who

were in great need. After many had been called upon, the leader's eye discovered the stranger (who looked something like a preacher) and asked him if he wouldn't offer a prayer. Although this was his first public effort, he thought he could do as well as the brethren who had preceded him and be equally generous. So he began. "Good Lord! Please send Mrs. Jones a barrel of flour, a barrel of corn-meal, a barrel of salt, a barrel of pepper—No, that's too damn much pepper."

I am afraid the Chairman made the same mistake and got too much praise in his introduction.

The train I came in on this morning was late. I wanted to be sure to get off at the right place and was wondering when we should arrive. Just then a little boy, in the car, who was gazing out of the window,

called to his father, "Come! Look! Father. It's snowing! But the flakes are all black!" His father remarked: "We must be getting into Pittsburgh." And we were just entering the city.

Regardless of the black snow-flakes, it is remarkable what cheerfulness pervades the town. It must be due to the bit of philosophy which I saw on a card today: "When you are down in the mouth, think of Jonah. He got out all right."

I hesitated about coming to Pittsburgh at this time



COURTENAY BARBER



to make an address on account of having been here such a short time ago and delivered an address. I feared that my experience might turn out the same as the colored preacher who had difficulty in collecting his salary (which was long overdue) from his congregation.

Mr. Booker Washington was asked to come out to the church and endeavor to straighten out the trouble and persuade the congregation to pay up. After talking to the congregation for some time, he felt that he had convinced all except one obstreperous individual over in the corner, who kept interrupting the speaker continually by exclaiming: "Not this year."

Mr. Washington turned his attention to this member and addressed him: "My brother! What objection have you to paying the parson his salary this year?"

The obstreperous member replied: "Mr. Wash'ton! I objects to paying for sermons this year that we already paid for last year."

So my principal purpose, in coming here tonight, was to acknowledge the honor of the invitation which you were good enough to send me, and, in addition to this, I count it worth a trip to Pittsburgh to have the privilege of listening to the distinguished speaker who is to follow me and whom I have never had the pleasure of hearing in my own town, where he comes from.

#### The Two Kinds of People

However, having a guarantee on the part of my loyal friends in Pittsburgh, of which there are a goodly number here tonight, that they would stand for anything I might say, I have consented to say a word or two on a matter which, I hope, will prove of some value to you.

James Russell Lowell has written:

"No man is born into the world, whose work  
Is not born with him; there is always work,  
And tools to work withal, for those who will;  
And blessed are the horny hands of toil!  
The busy world shoves angrily aside,  
The man who stands with arms akimbo set,  
Until occasion tells him what to do;  
And he, who waits to have his task marked  
out,  
Shall die and leave his errand unfulfilled."

What is man's work in the world? I will try to present one phase of it tonight.

There are just two kinds of people in the

world—the people who lift and the people who lean.

#### The Great World-Purpose

The one great *World Purpose* was revealed to man nineteen centuries ago. That purpose is to lift man up from where he is to where he ought to be.

A great up-lifting power, divine in its inception, and infinite in its purpose, is ceaselessly working under, behind, and through all the forces of the world that relate to the interests of man. This power relates to and works through the individual—that means you and me. Think of it! This greatest of all powers is only to be used for lifting the individual up and thereby up-lifting the world of individuals.

If you and I are to do any lifting, we must allow this power to work through us. This means that we must be inspired with this world-purpose and have a great controlling desire to contribute to it, before this irresistible power can work through us. When it works through us, it expresses itself in an eagerness to take hold of and lift up everything that relates to this world-purpose.

It makes traveling up-hill a joy.

Obstacles only increase the desire and power of the lifter.

Every lift brings the lifter up to a higher point of vision where his passion for expansion satisfies itself more and more as he gets a nearer and larger view of the magnificent heights to which man is capable of reaching. All this if he only sees the vision of the great world-purpose and desires to be a part of it.

The earth is like a road, a good place to travel in but a poor place to go to sleep in.

The lifter is the only one who does any traveling.

The leaner enjoys continuous sleep.

In the theatre of life along this road, the lifter is the actor, the leaner is the looker-on.

One of these "lookers-on" was in the pine woods of Minnesota watching a woodsman chopping down a big tree. The longer the woodsman chopped, the more he perspired, and the more he perspired, the harder he chopped.

The "looker-on" remarked: "If I could perspire like that man, I believe I could

chop down a tree," and forthwith he went and sat on the end of a log and tried to perspire.

Some wise man described the leaner in these words:

"He ne'er made blunders in his speech;  
He shunned the dangers of finance,  
Nor sought some glittering prize to reach  
Mid the uncertainties of chance.  
He ne'er aroused the cynic's sneer,  
Nor moved the flatterer's voice to song,  
But placidly without a tear,  
Observed the world that moved along.  
He ne'er knew poverty intense,  
That nerves the heart to eager strife,  
Nor felt the ease of opulence,  
But through an uneventful life  
He journeyed on. A course exact  
He marched with limitations small,  
He ne'er made enemies. In fact,  
He ne'er did anything at all.

#### The Leaning Habit Dangerous

I am trying to impress upon your minds how dangerous this leaning habit is. How it makes progress impossible up the Hill-of-Success that man was made to climb.

Did you ever see a man attempt to climb a hill leaning backwards? If he insisted upon leaning, he would turn around and lie down. The only attitude for climbing a hill is a lifting posture. It is the attitude which expresses self-control, concentration, confidence—a desire to do something.

You can pick lifters out of the throng you pass on the street by looking into their faces. The lifter is going somewhere for something.

The leaner wonders what he will do next and then keeps on wondering. He is bound for nowhere.

This leaning habit sometimes appears among successful men, who have been lifters. They think they have established a reputation upon which they can lean, which relieves them from doing any more lifting. This is a dangerous thing to do. No man's reputation is big enough for him to lean on.

Down in Lower Canada, during a political campaign, there were two candidates seeking an office. One was a self-made man. He was proud of it, and submitted that to his constituents as his chief recommendation for their support. The substance of his speech was, "I'm a self-

made man! You know me. I'm a self-made man!"

The other candidate had not yet established a reputation big enough to lean on. He could not attend the meeting in person, so he sent a substitute, a little French Canadian, who did not speak very good English. He got up after the first candidate had spoken and addressed the meeting. This is what he said: "I'm sorry my friend could not be here. I like you to see him. This man say he a self-made man. I believe dat. But my man, God made him, and, my friends, zere is just as much difference between ze men as zere is between ze makers."

There is just as much difference between a lifter and a leaner as there is between the man who knows that God made him, and with him a purpose to lift him up, and the man who doesn't know where he came from or whither he is going.

#### Lifters and Leaners in the Life Insurance Business

Now we are living in a material world. From an economic point of view, in order to sustain life and meet the many social and physical conditions of our stage of civilization, we must have what we call businesses. They all, in a more or less direct way, have a relation to this great world-purpose. However, among all of them the business that we are chiefly interested in has a peculiar relationship to this great world-purpose by reason of its burden-lifting nature. Therefore, we men have an unusual opportunity to do something very definite toward the world-purpose.

A man must be a lifter to measure up to the highest standard of success in our business. I mean, that in order to fit into this business, which is only a part of the business of up-lifting the world, one must see the vision of the world-purpose, be inspired by it, desire to take part in it, in the home, the city, the state, the country and the world, and then, see the intimate relationship between the two businesses and the opportunity the life insurance business affords to do some real lifting.

We are doing business with men.

Our companies are able to carry an obligation which it would be a burden for a

beneficiary to carry. To do the business the prospect must have a desire to lift the burden from the beneficiary. Very frequently this desire is either not present in the man or not developed to the point of action. The prospect is often a leaner. We must make him a lifter. We must be lifters ourselves before we can make our man a lifter.

Lifting is synonymous with working. Leaning is the opposite.

The leaner is always waiting for something to turn up, hoping the postman will bring him an application through the mail.

The lifter depends only upon the business which he personally digs up, and, therefore, he gets up early in the morning and starts digging and doesn't quit too early in the day either.

The difference between the two is that the leaner has a wishbone where his backbone ought to be.

The lifter has his wishbone in the right place and his backbone in the right place and there is a very intimate relation between the two. The wishbone never wishes anything without putting the backbone into action and then the wish is realized.

The leaner often appears as a pirate in trying to steal the fruit which has been ripened through the honest efforts of an intelligent agent, or as a twister he appears in undoing, at the expense of the man whose interest he claims to serve, the work of some reliable agent. He always employs tricks to accomplish his end. You know why. He's a leaner.

The lifter only wants the business that he is rightly entitled to and is willing to work for it. Every transaction must represent a lift to the man insured.

The leaner presents a leaner's proposition to his client. The lifter presents a lifter's proposition.

The leaner simply desires to make a trade in order to make some money. The lifter desires to render a service, does more business and, consequently, makes more money.

The companies often have a tendency to develop leaners rather than lifters. A rather common practice among companies, at special times, is to ask their agents to go to all their friends and ask them for a complimentary application.

If that is not a very definite way of making a leaner or a beggar (it doesn't matter much what you call him out of an agent, I never heard of one).

The lifter never puts himself under obligation to any man in any transaction he negotiates, but on the other hand, if there is any obligation, the other man is the one that is obligated.

The lifter offers to render service—to do a man some good—to lift a burden. Could that in any way involve him in an obligation?

### How the Leaners Hinder Other People

One reason why men of large means and in high positions are so difficult to approach, is because of the vast army of leaners who are trying to get something for nothing out of them. They are glad to meet a lifter and listen to what he has to say.

To use a very hard expression, the leaner is a grafter. If you will analyze grafting accurately and then analyze any proposition where one man is leaning, not paying for what he gets, or insisting upon getting that which he has not paid for, I think you will come to the conclusion that they are one and the same thing.

You and I don't want to be called grafters. That's too hard a name. It reflects upon our characters.

Be a lifter. Insist upon paying for what you get and likewise insist upon getting what you pay for.

I must conclude or, I fear, Mr. Duff or some of these fellows in the front row will treat me as a certain preacher was treated during a sermon on "The Prophets." He had dealt with the twelve major prophets individually, telling all he knew about them, and built a platform for each to stand upon, and had likewise treated the twelve minor prophets, which consumed about an hour and his congregation had almost enough, but he continued—"My friends, we have disposed of the twelve major prophets and the twelve minor prophets, and now we come to Malachai! What place shall we give Malachai?" A young fellow in the front row immediately arose, stretched his arms, rubbed his eyes, yawned and then addressed the preacher: "Say Parson, if you don't

mind, Malachai can have my place, I'm going home."

To be serious in conclusion, the spirit of lifting has a larger significance than that which can be defined by its relationship to any business. It is essential to a man's happiness. It makes possible a proper adjustment to the many relationships in life. It enables one to meet the great crises that come to most men. It makes living altogether worth while. It has been the lifters who have won great battles and been responsible for deeds of heroism that you and I are proud of and would be glad to emulate.

#### Two Heroic Lifters

Two true stories that exemplify this spirit may interest you. During the battle of Cold Harbor, Virginia, during the Civil War, where that bloody slaughter took place, a Union soldier was picked up on the field with his arm almost severed by a cannon ball. When they reached the hospital tent with the wounded soldier, it was found that every inch of space was occupied by wounded soldiers. So they stood this man up against a tent pole and as he stood there thinking of his comrades out in the battle and wanting to help them win the day, he started up that battle hymn:

"The Union forever, Hurrah Boys Hurrah,  
Down with the traitor and up with the star,  
For we'll rally round the flag boys, we'll rally  
once again,  
Shouting the Battle Cry of Freedom."

When the first note was uttered, every man in the tent who had breath left in his body joined in and such a volume of sound went out from that tent that the men on the field were filled with new courage and turned a retreat into an attack.

At one of the great battles during the Boer war, where the English losses were rather heavy, an English soldier found himself very badly wounded but lying behind a rock which protected him from the bullets which were digging up the earth around him. As he lay there he noticed two of his comrades lying wounded near-by but exposed to the fire of the enemy. He wanted to save them, so he crawled out to his first comrade and brought him to his place of safety but received fresh wounds while bringing him in. Summon-

ing all his strength, he went out and brought in his other comrade, again receiving fresh wounds.

The Queen of England, whom not only Great Britain but the whole world loved to honor as the greatest among women of her day, and to whom the greatest in the land would have counted it the highest possible honor to have been presented formally, heard of this brave act, and as soon as the soldier arrived in England, she asked to be taken to the hospital where he was brought to be cared for. Notwithstanding the fact that she was then a sick woman, unable to walk, and her doctors advised her that it would be dangerous for her to go, she insisted and was wheeled to the hospital in her invalid chair and up beside the wounded soldier's bed. She took his hand in hers and said: "Thank you, my son, for what you did for me."

#### The True Judgment

By Evangeline

TO JUDGE our brother from the true standpoint is, as Campbell, of London, says, "to be able to discover the latent divinity in him and do our best to set it free." Mr. Mills once used a very simple illustration to give point to this truth: A man walking down the street, impatient to reach his objective point, runs into another, and, without stopping to look the other over, gives him a resentful push. "Perhaps you wouldn't have struck me if you had known that I was blind," says the other.

Our neighbor may be blind and not know it—the greater reason for dealing with him gently in our efforts to enlighten.

And, indeed, we are all still blind in many things. My eyes are opened every day to something to which I was blind the day before.

We must be not only of an open mind to Truth, but of a forbearing spirit to Truth as our brother sees it.

We'll both see clearer some day.

We are made for Health; we are made for Happiness; and the life that attains nearest to both these things is usually the life that has come into fullest harmony with God."—*Huckel*.

## The House by the Side of the Road

*"He was a friend to man, and he lived in a house by the side of the road."—Homer.*

There are hermit souls that live withdrawn  
In the place of their self-content;  
There are souls, like stars, that dwell apart,  
In a fellowless firmament;  
There are pioneer souls that blaze their paths  
Where the highways never ran  
But let me live by the side of the road  
And be a friend to man.

Let me live in a home by the side of the road,  
Where the race of men go by—  
The men who are good and the men who are bad,  
As good and as bad as I.  
I would not sit in the scorner's seat,  
Or hurl the cynic's ban—  
Let me live in a house by the side of the road  
And be a friend to man.

I see from my house by the side of the road,  
By the side of the highway of life,  
The men who press on with the ardor of hope,  
The men who are faint with the strife.  
But I turn not away from their smiles nor their tears—  
Both parts of an infinite plan—  
Let me live in my house by the side of the road  
And be a friend to man.

I know there are brook-gladdened meadows ahead  
And mountains of wearisome height;  
That the road passes on through the long afternoon  
And stretches away to the night.  
But still I rejoice when the travelers rejoice,  
And weep with the strangers that moan,  
Nor live in my house by the side of the road  
Like a man who dwells alone.

Let me live in my house by the side of the road,  
Where the race of men go by—  
They are good, they are bad, they are weak, they are  
strong,  
Wise, foolish—so am I.  
Then why should I sit in the scorner's seat,  
Or hurl the cynic's ban?  
Let me live in my house by the side of the road  
And be a friend to man.

—Sam Walter Foss.

# Some Essentials of Good Advertising and Some Needed Reforms : *by* Hugh Chalmers

*From a Talk by the President of the Chalmers-Detroit Motor Company, Detroit, before the Chicago Advertising Association*

**T**HIS question of advertising is, of course, a very big one.

I think advertising is the biggest thing in the world, from many standpoints. In the first place, there is more money spent on it than on almost anything else; and it also has to do with the world's biggest problem—the world's biggest problem today is that of distribution of the goods from where they are to where they ought to be. Advertising is one of the big factors in that distribution.

Advertising and salesmanship are the chief agents of distribution. They are one and the same thing, practically, because all salesmanship is advertising, and all advertising is salesmanship, in my opinion. Advertising is salesmanship plus publicity. Salesmanship is advertising plus getting the order signed.

Two other factors of distribution are transportation and population. We must have the population first to create the demand, and then we must have the transportation, and I believe today that the question which is agitating the country—that of high prices and the increased cost of living—is largely a question of distribution. If goods were properly distributed in certain parts of the country there wouldn't be such high prices.

## **Advertising Needs to be Advertised**

Now advertising, in my opinion, needs one thing most of all, and that is: it needs to be advertised.

I think most advertising men are too close to their businesses to realize that everybody does not believe in advertising; that a great number of people—thousands and hundreds of thousands of people—still believe that they buy goods cheaper from concerns who don't spend big money in advertising than from those who do. Of course those of us who are close to that proposition know that is wrong. We know that advertising creates a demand, and

creates it in such volume that we can afford to make, and do make, articles cheaper, and market them for less money than otherwise could be done. But lots of people need to be told that.

I think—if I may refer to one specific publication—I think Mr. Patterson of *Collier's* is doing a good thing in running those bulletins on advertising, because he is trying to educate the people to believe in advertising.

Those of you who have traveled abroad know that advertising is unknown in Europe; over there the surest sign that you are a fakir is that you advertise. Advertising in this country has gone through a great change in the last ten years—you will all admit that—because there have been more integrity and more business methods put into it than ever before. But many people yet, as I have said, don't believe in it; and it is up to the advertising men themselves to teach people to believe in advertising.

## **The Advertiser a Teacher**

Now salesmanship gives individual lessons, while advertising conducts a public school, because a salesman is privileged to talk to only one or two persons at a time; but the advertising man is a man who is talking to millions of people at a time.

In final analysis, what is the object of advertising and salesmanship? To distribute goods at a profit. How can it best be done? By teaching the people.

There are three ways of selling goods: first, orally; second, by printed matter; and third, by pictures. These are the only ways of selling goods.

Now then, teaching is one thing that puts all salesmanship and all advertising on the same basis—you are teaching the people all the time. There is no greater builder of confidence—and that is the bedrock of all business—there is no greater builder of confidence than advertising, because big adver-

tising looks like big sales, and unconsciously creates confidence in the minds of the public.

**Now is the Time for Advertisers  
to be Specific**

No, I believe, gentlemen—and I am talking to you plainly as an advertiser, as a man who spends his money with you—I believe if there was ever a time for specific statements in selling the goods you are dealing in, that today is the time—the direct statement period—when people are interested in knowing exactly why. Today is the time for reason-why advertising.

I have been in the manufacturing business all my life, and I found out a few years ago why it was easier to make things than to sell them. Anybody with money can go into the manufacturing business, because money can buy machinery, materials, and the services of men. But it does not follow that because any man can make things that he can sell them.

Now, what is the difference? The difference is this: In one case you are dealing with methods of machinery; and in the other case you are dealing with the human mind. You can pretty well gauge, in this period of automatic machinery—how much you can turn out. But when you come to *sell* it, you are dealing with the human mind. You cannot measure it. Why? Because the human mind has prejudices and is subject to change. So I say in one case you can measure what you can do, and in the other case you cannot.

As to the selling proposition: When a man makes a sale, that sale does not take place in the order-book or the check-book or the pocket-book; but every sale that is made today—whether it is a paper of pins or a railroad—first takes place in the human mind. Fortunately for us, humanity has always wanted teachers, and the man who wants to succeed today will go into the teaching business and convince the people to have confidence in him and in what he has to sell.

**About the Postal Rate Agitation**

Advertising and salesmanship form a connecting link between invention and use of any article. I can say without fear of contradiction that advertising and salesmanship

have pushed the world ahead commercially faster than anything else. Why? Because they teach the people that these inventions are the things they ought to have; and because the best invention in the world would be useless, valueless if people did not know about it and use it.

I go a little farther, perhaps, than some advertisers do in this matter of postal rates which the government is agitating just now. I think every publication should stand its just proportion, but I should hate to see any discrimination which would place advertising on a different basis. I honestly believe that the advertising section and the advertising pages of all publications are just as much disseminators of news and as important in informing and teaching the people as the editorial pages are. I know a great many people who wouldn't take a magazine if the advertising was omitted.

Coming back again to the subject of salesmanship, printed salesmanship—what is salesmanship? Salesmanship, in last analysis, is nothing more or less than making the other fellow feel as you do about the goods you have to sell.

Now then, how can that be done? It is done by appealing to his mind. It is done by argument; it is done by direct statement.

And right here let me say that in a great deal of advertising copy we shoot over the heads of about nine-tenths of our readers. You are appealing to a man's mind when you sell him something; and you cannot convince him until he understands. He will not understand unless you put it in Anglo-Saxon words, the smaller the better—so that the man who has no education can understand what you are talking about; then it is a cinch that the college graduate will.

Advertising is a process of salesmanship; but it is more than salesmanship. Advertising means the insurance of a continuance of trade. There are two objects in advertising: first, to sell the output—that is the first object of anybody in advertising; and second—no less important than the first in my opinion—to establish a name and insure the continuance of the business.

If I were absolutely sure I could sell all our output during 1910, 1911, and 1912, and had a guarantee of it in my pocket, I

wouldn't spend a dollar less than we are spending today in advertising.

Why?

Because my vision of our business is not bounded by the year 1912. We want to continue to advertise in order to insure that our business will continue. When you shut off advertising you shut off your source of supply. In order to sell one thousand automobiles we have to convince a million minds.

#### Two Needed Reforms in the Advertising Business

There are, in my opinion, two things that are hurting advertising. First, we will have to clear up the agency situation, and convince people that agencies have the first essential to success—absolute honesty; I believe it is being done by most agencies.

And the second thing is no less important than the first, and that is that publication circulations shall be just what they are presented to be. If I buy 5,000 axles for automobiles, and they only deliver 4,000, you can rest assured I don't pay for the fifth thousand; why should it be different in advertising?

Then again, there is too much of bad advertising—too much of what I might call, to use the slang expression, too much "hot air" in advertising.

There is no mystery about writing good copy; there is nothing to it but good, com-

mon, hard sense. That is all there is to advertising anyway.

Writing copy is to a very great extent saying to your reader what you would say to him if you were in front of him.

I also believe that the first few lines or first paragraph in any advertisement is the most important, because whether or not a man reads all the way through depends wholly on you.

In selling goods you are throwing thoughts at a man—whether you throw them orally or on paper doesn't make any difference—you are throwing thoughts at that man, and his brain catches just what you throw at him. So you can't throw insincerity and have him catch sincerity. He is unconsciously affected by your sincerity or insincerity.

I want to say again, in conclusion, that I believe that the publisher, the advertiser and the public are all bound in a great community of interests in this advertising business; because just in proportion as the publisher keeps his sheet clean—keeps his editorial page right; obtains the reputation of being too pure to be bought, too brave to be bullied—does he make those blank pages that he sells valuable to advertisers; and just as the people believe in the character of the publication, in just the same proportion will they believe in the character of the advertising it carries.

## Change for the Mental Cash Register

By DR. W. A. MACKENZIE

A GREEN persimmon will pucker the sweetest lips that ever semblanced the rose; likewise a "grump" will sand the bearings of the most carefully systematized business that ever sweat-wriggled from the goaded brain of an organizer. Turn on the smile-calcium—the germs of failure can't live in it.

The one thing an honest man can't even in part repay is stolen time. You can right a wrong, restore money, repair an enemy's blasted reputation—but repay Time—*never*. Therefore, brother, think kindly even of the thief if you've ever robbed the other fellow or yourself of the

most precious thing on earth—Time, jeweled by the glints of Opportunity.

Say, Mr. Head-Squeeze! Feeling pretty important today, eh? Asserted your authority and fired a weak link in the business chain, did you? Well—before doing so, did you think of the light you probably put out in the home of a bread-winner? Whose fault was it, anyway, the worker's or yours? Did you psychologically try to develop the weaker link or did you let the negative of irritation lose you a future diamond, now in the rough? Next time try "tacking towards tact" with the business ship, old man. You'll feel better. A



*Janitor can fire—a Master unlocks latent ability and sand-papers the rough edges.*

The only time I believe in hell-fire is when I see a cigarette toting a young man up the street. What a joker cigarettes contain! The callow youth speaks of "sucking or drawing" one and instead *it's* doing the drawing—sucking his vitality, opportunity and personality.

When you hear a man eternally saying "I haven't time" you may know that he means that Time's got him and doesn't know what to do to get rid of him. The busy man always has time and has it under perfect control.

All things being equal, a crease in the trousers denotes a well grooved crease of order and system in the grey matter.

I've heard an idler talk for hours on "Personal Liberty" and then ask his ward boss how to vote.

Stimulants are all right in business when you need them. The only trouble is—you never need them unless *you're* all wrong—so if you start the circle right there'll be no "if" to argue with.

Whenever a customer's account habitually loiters for two months or longer on the road to "Receipted Billdom," better get wide-awake, Mr. Credit Man. That customer is on the high speed and may strike big hills to climb.

"Don't kick a man when he's down" is good dope, but its not half so good as "Don't 'alms' a man when he's down." A kick may rouse the fight in him and lead to better things but "almsing" only rots more fibre in his character. Get a bright light, focus it on his soul and show him it's alive. Then help him nurse it back to activity.

I'd like to have a full length spiritual photo of the fellow who says "Fate's against me." Do you know I believe he would be verified—only Fate would be

against him from behind pushing and shoving with all its might towards greater things and *he'd* be leaning back against it at an angle of about forty-five degrees with all the negative force in his being. There's a lot of difference between walking erect and leaning back—also between toil-stooped shoulders and those humped from weak moral vertebrae and abused lungs.

A beer can's called a "growler" because its devotees so often drown out the knocking of Opportunity with grumbling against Fate and about hard luck in general.

When instead of using energies trying to beat the barrier of glorious opportunity a young man spends his nights endeavoring to beat three aces—then may he be expected in old age to still be working to beat the deuce with his pile of chips mighty low at that.

Every time I hear a saloon door slam, I imagine I hear the groans of an opportunity throttled.

Whenever I hear a "young sport" and a champagne bottle popping off together it again reminds me that *force* works quietly.

Its an axiom that a man's worth from one dollar and a quarter to one-seventy-five from his shoulders down. Then why, young business initiate, should you make of the upper story, where the dollar marks lie, a smoke-box or a beer-shute to feed the appetites of the cheap labor below.

Don't fire the youngster who with his thousands of mistakes, during the first week you employ him, makes you tear your hair with irritation. Maybe it's only bashfulness and an exaggerated desire to please so that he stumbles over his good intentions—they're so big. Remember Ben Franklin—so bashful he didn't know his wife when he first saw her and felt like running. Give the youngster time—plenty of quiet moments—stiffen up his spine with a compliment. Perhaps you'll win a worker and save an Ego to itself.

# Business Building and the Advertising Agent: *by Charles F. W. Nichols*

*Sound Sense From the Vice-President of The  
Nichols-Finn Advertising Company, Chicago*

ONE OF the most important functions of business is the placing of responsibility. "I want men upon whom I can place a task and at the same time feel that they are responsible, not only for its successful completion but for its improvement all along the line," is the constant cry of the business man.

A certain manufacturer of national prominence once sent a hurry call to his advertising agent. He had been expending enormous amounts in advertising, without appreciable results, and he wanted to know "why?"

And, as is often the case, the agent decried all responsibility with the argument that his copy was right, his selection of mediums was right and that his responsibility ended there.

"Then what is wrong?" remonstrated the discouraged manufacturer. "Maybe your distribution is weak, perhaps you have the wrong proposition, it is possible that you have not appreciated competition and that your price is wrong; but I am satisfied that I am writing good advertising and placing it in the best mediums, which is the most you can expect of me." And so another advertiser is put on the discouraged list.

## A Question Raised

This little story raises the question: Just what constitutes agency service and where

does the responsibility of the agent begin and end? And it also brings to the surface the fine distinction between real agency service and mere "advertising service."



CHARLES F. W. NICHOLS

The advertising agent who takes a man's money and spends it without regard for its possible results, who thinks he has a right to spend an advertiser's appropriation merely because the advertiser is ready to spend it, is much the same as a lawyer who exacts a fee from his client without first having had a thorough grasp of the case in all its ramifications and bringing every possible condition into play which would make for favorable results.

It is true that advertising is yet only a speculative proposition, but there are certain fundamental principles governing it, which, if truthfully understood and applied, will reduce speculation to the very minimum and make advertising as profitable a risk as is insurance or banking.

Thus, when a poorly equipped and wrongfully named advertising agent spends an advertising appropriation with the spirit of "Caveat Emptor," he commits what is not only a moral wrong against the man who has the money, but one which will some day be treated as a legal wrong in business procedure.

Real advertising agency service looks to advertising copy and space buying as only two of the incidentals toward business

building. It aims to get into intimate touch with manufacturing, with market conditions, with jobbing and retailing situations, with competitive lines; it writes copy and follow-up matter and spends money for space only after reasonable assurance that the other essentials of selling are in proper working order.

Many large concerns, of course, having their own advertising counselor, merely use the agent as a clearing house for buying space, but this is only a small part of advertising and not what we mean by agency business.

We refer here specifically to the countless small and medium sized concerns whose whole faith in advertising is cultivated by and given to the agent—the concerns which are the big advertisers of the future.

#### **What One Agent Found Out for His Client**

The writer has in mind a small manufacturer who sought agency service, and who put his trust in an advertising agent that thought responsibility ended with copy and space buying—and it nearly ended the business.

This manufacturer, luckily for advertising, was not a "quitter" and later came to know real agency service. It was found that his old copy was pretty good—the kind that critics would call "good stufh" on the surface, and the mediums selected should have brought the business, all other things being equal.

But the real essentials of business success were lacking. He had antagonized retailers by trying to do a mail order business on the side. Nothing was done to counteract this. He ignored the jobbers, which, because of the nature of his proposition, was bad business. He tried to save money on his packages, which in this particular case was fatal, because the package should have sold the goods.

This manufacturer's price was too low—people thought it too cheap to be good. His printed directions were so crude that buyers did not know how to get the best use out of the article and repeat orders never came.

His goods had a name no one could remember or pronounce, and people asked

for something else rather than be embarrassed with explanations. In other words, the proposition was "licked" before it began to advertise. But the agent had gone ahead just the same.

There are some who will argue that this is not the agent's business; that if the manufacturer had money to spend but not sense enough to spend it judiciously, that it was the advertiser's responsibility and not the agent's.

But such argument will not hold where the higher and more worthy business standards prevail. The day is not far distant when irresponsible advertising agents will be looked upon as business pirates and then the real agency will come into its own.

Only by a merchandising-advertising service—one which enters into the spirit of man's business, one which first secures sympathetic contact with such business before a dollar in advertising is spent—does the advertising agent distinguish himself, and more and more the latter is coming to realize that he must first be a business man, first a merchant and a student of commerce before he can become what we choose to call "the ideal advertising agent."

### **The Value of Time**

*By James W. Fisk*

**I** WAS talking the other day with a man who is making fifteen thousand dollars a year on a salary. Ten years ago he was making less than \$1,500 a year.

I asked him the secret of his success and he replied: "I used every minute of my time during business hours to advantage. As a matter of fact, I actually put in twice as much time as any other man in the office because I planned my work and didn't have to spend fifteen minutes wondering what to do next. My employer at that time raised my salary to double what the others were getting because I accomplished twice as much as they and actually earned the extra money."

If a man of this calibre recognizes the value of time and saves the spare moments that are usually wasted, if it has paid him so handsomely to follow up this plan of action, what might it not do for you?

# An Advertising and Reference Library and How It Was Built : *by* Morton Mayne

**I**F ENVY weren't envious and naughty, I should envy my friend C. R. Lippmann, down in Easton, Pennsylvania. And while I was at it, I should do a mighty good job of envying on that advertising and general reference library of his.

And I think you will excuse my feelings in the matter when I tell you about that institution.

This precious collection of fact and wisdom was begun by Mr. Lippmann five years ago, and now occupies two good-sized rooms streaked with shelves. There are two sections of it, as I have intimated, the advertising and commercial reference library and the general reference library.

Just imagine having at hand, thoroughly classified, advertising and merchandise information on all lines of business, including advertisements, catalogs, booklets gotten up to sell goods, information about manufacturing processes, regular and odd uses, anecdotes about the goods, dope on the men who make and sell each line, and other such highly effective tools for the advertiser or salesman.

But that isn't all.

Along with all that, just picture yourself with several shelves of bright, up-to-date material on topics of general interest, side lights on interesting people; incidents illustrating the value of humor, kindness, grit, perseverance, initiative, and other positive qualities win and their opposites lose; how all effort in human life receives its compensation, not only on the dollar basis, but also in self-development and power for service. And all classified and indexed so that you can find just what you want when you want it!

Now do you blame me?

But it took five years of time and a lot of hard patient work to get all this together. What did Mr. Lippmann do it for?

That is the question I put to him.

"Well," he said, "in the first place, it represents my efforts to broaden my horizon

and intensify my knowledge and experience much beyond my years."

Just stop and think about that first reason of his for a minute. My good friend, George Landis Wilson, has a way of saying, every once in a while, "Other people's experience is the cheapest you can get."

That's true, of course, if you only get it. My observation is that it is almost as heartbreaking for most people to consent to learn from the experience of others as it is to go through the experience themselves. It seems to me that if there is any one thing that humanity just hates to do, it is to leave a hot stove alone after seeing a couple or fourteen other folks get their rosy fingers burned handling it. Some people are not satisfied even when they have broiled their own tender digits a few times.

And so it is worth while noting that here is one man, anyhow, who made up his mind to profit by other people's experience.

And he says "much beyond my years."

That's one of the strangest things I have heard since Roosevelt refused a third nomination. A young man willing to admit that there is wisdom beyond his? That older men can teach him anything? And not only freely admitting it, but going resolutely after that knowledge and experience in books, magazines, newspapers, and other publications? This is indeed rare.

But that's his first reason, and, as he has the documents to prove that he did the work, I am in favor of accepting it. All I have to say is that if Mr. Lippmann could do it, then other young men could, so there's hope yet for you and me.

And now let's hear his second reason for doing all this work.

"Secondly," he says, "it represents my 'conservation' policy applied to my own time and life."

We hear a great deal about the national conservation policy just now, and most of us understand a little of what it means. But what about a conservation policy as applied

to a man's own time and life? Perhaps Mr. Lippmann will explain.

"Well," he says, "to my mind, reading, as done by the average man is a great 'time-leak.' Looking at this subject in a business-like way, I came to the conclusion that the average man remembers or utilizes perhaps two or three per cent of what he reads. That's what I call his reading output. The other ninety-seven or ninety-eight per cent is waste."

Is that the way you read, my brother? Ninety-seven per cent waste? That's a waste you can't afford in your business. You wouldn't stand it in any other department—why in this?

This is how Mr. Lippmann works out his conservation policy:

"I determined to 'deposit' my reading—all that was worth while—and to read only what would add to my store of information or development."

There's a self denying ordinance for you! How many business men—especially young men—pass their time for reading in gulping down stories that are forgotten within a week—or even a day? Too many, I'm afraid. I'll admit I do it myself, sometimes. That is probably the reason why I am tempted to envy Lippmann now, instead of possessing something like his library myself.

But let us ask him a little more of the detail of his method.

"When I read," he says, "—my favorite pastime—I generally have scissors, pencil, and memo. pad at my elbow—also a desk card file which passes its contents along to my general filing system. When I get through with a newspaper or magazine, it usually looks like a shorn lamb. With books, I mark on the fly leaf the page number, and then copy the passages I wish to assimilate."

I wish I had always done my reading that way. But it isn't too late for me to begin now. Is it for you? But here I am making resolutions and preaching little sermonettes on reading, when I started out honestly enough to tell you the story of Mr. Lippmann's library.

The thing I wanted to know most of all was what it was all good for. That is the

test. I have known people to spend time and money in collecting clippings and indexing information that they never, never consulted. I once worked for a man who saved and carefully filed every scrap of paper that ever came into his possession. He had a library that was reputed to be worth fifty thousand dollars. And except for a few standard works of reference, which anyone could have laid in for two or three hundred dollars, it might all just as well have been cordwood as far as he was concerned. He had a mania for collecting information and books, but once they were in his possession, they were of no further interest to him.

So I wanted to know what Mr. Lippmann did with his splendid and unique library.

I found that it came in as handy as cold water in Arizona when he was called into consultation by advertising experts and advertising agents. And I wondered whether the library and the mentality that gathered it didn't have something to do with his being thus consulted.

But that wasn't all. I found that this shrewd and practical advertising man and expert salesman had an imagination. He believes that there is a world of romance and heart interest to be found in business. He thinks that there is beauty and goodness in a spool of thread, for instance. And he is of the opinion that there would be much better relations between employers, employees, and customers if they could all see this side of commerce and their relations to one another. So he is beginning to deliver lectures on these very subjects, drawing his inspiration and his materials from this library of his own selection and arrangement. I am going to hear one of those lectures some time, I hope. And when I do, I am going to tell *THE BUSINESS PHILOSOPHER* about it. Anything that will help to put real heart interest into business is a great big help along toward the good time we are all looking for, when business will be conducted, not on a narrow, short-sighted, get-the-dollar-now-the-public-bdamned basis, but with an enlightened self-interest that sees wounds for all in the hurts of one—damage and loss for all in the poverty of any.



**I** DO NOT know who is responsible for this bit of condensed wisdom, but it comes from the Allen-Higgins Wall Paper Company of Worcester, Mass. Here it is:

"The bigness of the little things and the littleness of the big things —the ability to properly gauge their relative values —are determining factors in the life of every man."

"The man who ignores the small things in his haste to grasp the large, and the man who loses himself in the small things, indifferent to his larger possibilities, are on opposite sides of the see-saw. Both are due for the *bumps*."

And here is something else from the same source:

"The straight and narrow path may have much to recommend it, but followed too persistently will develop the trailing instinct to an abnormal degree."

"The real progress has been made by those who have left the beaten tracks and blazed their own way. It requires the courage of conviction to hew the 'big sticks'—even more to swing them."

*Better say nothing than not to the purpose.*  
—William Penn.

**T**HE WORLD could use much more of that morality which is leavened with sympathy. That feeling which compels us to draw aside as the sinner passes by is not a moral feeling. It is immoral. It is unneighborly.

**True Morality** Who are sinners? Why, bless me, I had the definition written down for me by a man I met in a jail a long time ago, but I guess I must have mislaid it. How stupid of me!

I believe a sinner is anyone who misdirects his creative energy.

But somehow I am not nearly so much interested in condemning the sinner as I am in discovering the cause which compelled him to misdirect his energy.

The cause is the important thing.

Sometimes I tremble as I think that some thoughtless word or act of mine was the final drop that caused the glass to overflow. Or perhaps I neglected to speak the word of encouragement or inspiration that, a year ago, would have helped this neighbor on an upward climb.

Perhaps he stopped me one day to inquire the way and I was busy and gave him a direction carelessly. Perhaps I am the cause of that crime. That thought comes, and with it comes the question, What right have you to judge?

And from long ago I sometimes hear the gentle whisper, "He who is without sin . . . let him cast the first stone."

*Diligence is the mother of good luck.*—  
Franklin.

**H**ERE IS a story of a Lie, Imagination and Auto-Suggestion. And the funny thing about it all is that it is absolutely true.

The problem the woman faced was this: How can I keep my husband home evenings. Ordinary methods did not produce results. So she and her son worked out a scheme that they thought would accomplish their end.

The son went down into the dining-room where he permitted his mother to tie him up and gag him. Before this they had strewn the silverware and other valuables around in heaps so as to give the

impression that a burglar had collected the stuff after gagging the boy and had finally been frightened away before he could get any of his plunder into his sack.

The police came, a crowd gathered outside of the house, the papers told all about the attempted robbery the next morning, and there was a great hullabaloo about it.

And for a few nights Mr. Husband stayed at home to protect his family. Then, doubtless thinking that burglars like lightning seldom strike in the same spot, he once more stayed at his club or with others whom he thought more entertaining than his wife and family.

Then the wife began seeing men prowling around the place at all hours of the night. At least she said she had seen men. The son assisted her in seeing and describing the prowlers. Tall men, short men, bearded men, masked men—fifty-seven varieties of men were seen at as many different times.

The result of all this is that the woman is now living in continual terror and cannot get a moment's peace unless her doors are not only locked but bolted. She is now paying the penalty for her lies and is demonstrating the effect of 'auto-suggestion in creating imaginary characters that possess all the terrors of real burglars and midnight prowlers.

I know of a woman who enjoys poor health. She got into the habit years ago of telling of her ailments and the result is that her ailments have not only stayed with her, but she now has so many that her conversation reminds one of a hospital and a morgue.

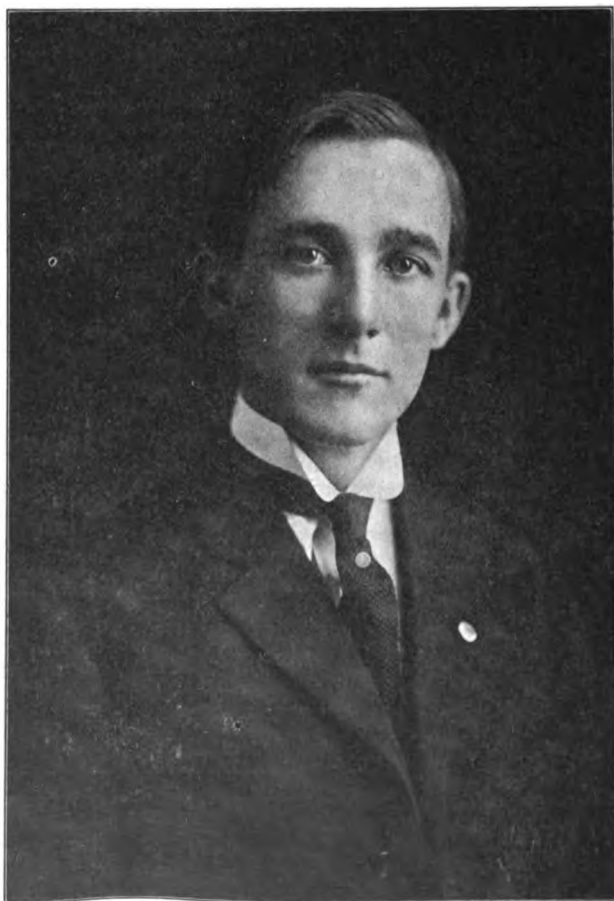
She samples every patent medicine that is offered, tries different physicians every month or so, is whining all the time, and is a constant nuisance to those who are compelled to live with her.

There is no doubt that she is sick. But she wasn't when

she began telling herself how badly off she was. It is true that she did have a minor ailment. But by her talking to herself and others about her trouble she has developed it until she has one foot in the grave and the other sliding over the edge.

Many a salesman loses money by following that same route. He starts out in the morning to make a record breaking day. His first customer is grouchy and slams him so hard that he goes back to his hotel to get up enough courage to tackle another. Sitting in his chair he thinks of the mean things the customer said to him about his goods and his house.

"How can the house expect a man to sell stuff like that?" he asks himself gloomily. "If I were with a better concern I could sell goods. This nagging I get from customers all the time is wearing on



THOMAS DREIER

me. I'll be no good if I don't get with a better concern. Those goods sent to Brown were bad—anyhow Brown said they were bad. If they weren't, why should he talk that way. They must have been bad. I suppose I should have found out more about it—but Brown must have been right.

It is a shame to treat Brown that way. He was a good customer. The house don't appreciate a good customer when they get one. No. And no matter how hard I work to build up trade—well, they don't care about me or they'd have sent Brown better goods last time."

And so it goes. The salesman really doesn't say anything real harsh at first, but he swings around to it gradually and quits work for the day because he isn't in any sort of condition to sell goods for such a house as he represents. Later he either quits the house or the house quits him.

And all this resulted from his negative conversation with himself. If he had allowed Brown to talk the grouch out of his system and had set himself to righting any wrongs, real or imaginary, Brown might have had, he could have followed that up by a sale and could then have gone the rounds and finished the day's work with a feeling of satisfaction.

His negative attitude left Brown negative instead of making him positive, he had talked himself into a condition of chronic gloom, damned his house and his goods, and lowered his own value to himself and his employer.

Most of the troubles we have are imaginary. And when they aren't imaginary nothing is gained by brooding over them. Troubles are like eggs. Warm them and sit on them like a hen and they hatch chickens that scratch all the posies out of the flowerbeds. Treat them like a young snake, crush their heads when young and toss them into the garbage can.

Thinking about trouble increases the size of trouble. We actually think things into existence. If we want to think troubles into life, we can. But it is infinitely more satisfactory to everybody concerned to think good things into existence.

No one needs to understand the power of thought more than the sensitive salesman. His tools are suggestions. Not only are his words and acts suggestions which

make or mar a sale, but his very thoughts count for good or bad. His business is to pour suggestion-chemicals into the mind of the prospect so that a sale will take place. These suggestions must be positive. And positive words must be backed up by positive thinking and positive feeling.

As the woman has created for herself an atmosphere of fear of burglars and prowlers—as the other woman has equipped herself with diseases—so does the salesman and business man create for himself an atmosphere which either makes or mars his success.

We all have the power of a creator. In the world of imagination we are masters. We can people it with fairies or monsters—with heroes or villains—with failures or successes. In our imagination we can think ourselves conquering heroes—and the queer thing is that if we do think success thoughts we cannot fail to become successful.

*Great hearts alone understand how much glory there is in being good. To be and keep so is not the gift of a happy nature alone, but it is strength and heroism.—Jules Michelet.*

**T**HERE'S only one person in the whole world who can defeat you, and that person is yourself; and no man can finish a task before he begins it."

So speaks Cherry Malotte to Boyd Emerson in that stirring book by Rex Beach, "The Silver Horde." And she continues:

*Follow  
the  
Flash*

"We'll grant there's a chance for failure—a million chances; but don't try to count *them*. Count the chances for success. Don't be faint-hearted, for there's no such thing as fear. It doesn't exist. It's merely an absence of courage, just as indecision is merely lack of decision.

"I never saw anything yet of which I was afraid—and you're a *man*.

"The deity of success is a woman, and she insists on being won, not courted. You've got to seize her and bear her off, instead of standing under her window with a mandolin. You need to be rough and masterful with her.

"Nobody ever reasoned himself out of a street fight. He had to act. If a man thinks over a proposition long enough it will whip him, no matter how simple it is.



"It is the lightning flash that guides a man.

"You must lay your course in the blue dazzle, then follow it in the dark; and when you come to the end, it always lightens again.

"Don't stand still, staring through the gloom, and then try to walk while the lightning lasts, because you won't get anywhere."

*Greatness lies, not in being strong, but in the right using of strength.—Beecher.*

**I** SUPPOSE it is a form of lying," said Steinlie to me. "But I find that by handling my new men in this way the results desired are secured. Of course you know my men handle loose-leaf books of many kinds. Usually a new

**"Lying" to  
Make Men  
Efficient**

man starts out and comes back to the office with some tale about the goods not

being good.

"I know that the salesman has been running up against the regular objections and that he hasn't the stamina to take the punishment, or better still, handle the mental blows directed against him in a scientific manner. I take him off into a quiet place and go after him in some such style as this:

"Do you know, old man, you are a regular Solomon in wisdom along the line of loose-leaf systems compared to what you were when you came here. The argument that the goods are no good is all bosh. You know that. I know it. But you have let these customers persuade you that you didn't know your proposition. Now that wouldn't be so bad if they used any special knowledge in beating you. But they didn't. You went after them with the right fighting material but they took it away from you and beat you with it.

"Now, get this into your head right now: You know more about loose-leaf systems today than any customer you are likely to meet. You came in here a few weeks ago as green on this subject as they make them. But all this time you have been acquiring knowledge and you know more than you think you do.

"Your knowledge has not come to you in one big chunk. If it had you would

know how powerful you really are. But it came to you so gradually and so naturally that today you are fit to go out and talk loose-leaf systems with the best of them.

"As a matter of fact those other fellows really do not know much about the subject. They differ from you in this: They know a certain number of things about the systems and know that they know them, while you know ten times as much and do not know that you know. You have been allowing people with toy pistols to chase you away when you had an entire western armory hung around you ready to be used. You were like the fellow in the deer country who gets buck fever. You have stood around and gazed at the deer and forgotten all about your rifle and your ammunition.

"You know about General Grant, don't you? Well, Grant said that he never approached the enemy without fear, but he figured that if he was afraid the other general was afraid also, and he felt stronger in knowing that while he was counting on the fear of the other general, the other general was not counting on Grant being afraid. Thus, by his knowledge of practical psychology, Grant won victories where his fear might have netted him nothing but losses.

"Just realize right now that you know more about loose-leaf business than any customers and you will be right. They will use their knowledge against you. Let them do it. Encourage them to empty themselves of all reasons why they should not buy from you. Lead them on to exhaust their strength by giving you all their arguments against you. Answer those that must be answered then, but become expert in evading.

"Just think of yourself as a fighter in the squared circle. Parry, duck, dodge, and when you see an opening, drive in an argument in favor of your goods that will mean something.

"No customer will ever drive you back to this office again. You know right now that you are more than a match for the best of them. You came to this place with an open mind and, like a drought parched field in a rain, you have soaked up knowledge so rapidly that even you do not realize

how rich you are in facts in favor of your goods.

"After this you will welcome opposition right at the start. You will encourage your customer to get all his objections, good, bad and indifferent, out of his system early in the meeting. Then you will rush in and get his order because he will have nothing with which to fight you."

"But where does the lie come in?" I asked.

"The lie—if it be one—consists in this: the salesman doesn't know as much as I assume he knows. I convince him that he is a Solomon when he isn't fit to get out of the grades. But the effect on him is this: He gets so much confidence in himself that he eliminates fear, and I know that a salesman with fear in his heart is within twenty per cent of getting whipped. I believe that fear takes away eighty per cent of a salesman's efficiency.

"I try to drive fear out of the new salesman's system by belittling the knowledge and power of the other fellow. I make the salesman think well of himself and of his goods, and end up by showing him what a fine thing it is to have a customer object. Then, when Mr. Salesman goes out, he will not run away under fire. He will smile at opposition and feel that the customer will eventually run out of information and that it will then be his business to rush in and get the order."

*Progress depends upon what we are; rather than upon what we may encounter. One man is stopped by a sapling lying across the road; another passing that way, picks up the hindrance and converts it into a help in crossing the brook just ahead.—Trumbull.*

**O**F COURSE I cannot tell how many words I write every month. But two magazines use 18,000 words and the editors insist upon having articles containing ideas. I am justified in believing that I do run down and capture an idea or so because editors will send in checks once in a while. But where do the

#### **Reading Adver- tisements**

ideas come from? From many sources, is the answer. But to business men who are looking for business ideas I do not mind saying that scores of ideas are picked up in

a study of the advertising pages of the magazines.

The business man who isn't a student of the advertising pages of the magazines—both general and class—is letting slip a great educational opportunity. In those pages one may find in a condensed, understandable form the news of the world of progress. The latest business appliances are listed, just as have been listed for years the various kinds of soap and home articles.

No man should build or plan to build a house without carefully reading the advertising pages of the best magazines. I know of a man who was planning a house and who tossed a magazine across the room, saying, "That darn thing isn't worth a cent."

I picked it up and found it rich in literary material—things in which I knew the man had been interested.

"I know all about that," he said, "but I am planning to build in the spring and in that magazine there isn't a single advertisement of heating and ventilating devices."

Never before that had the value of the advertising pages been driven home to me so forcibly. That started me investigating and the result is that the advertising pages are to me great reservoirs of helpful ideas.

The salesman who is a student of the advertising pages will find in them arguments which will help him sell goods—no matter what line he carries.

Good advertisements are sales talks. The best advertisements are *masterly* sales talks. They contain the argument in epitome. They are condensed, forceful, illuminating. They are written to drive away mental darkness about certain goods from the minds of customers. The salesman can take many of these arguments and change and revamp to suit his own particular specialty.

The man whose business it is to keep his office affairs in the hundred-point class, cannot afford to give the advertising pages the slip. Office appliances of all sorts are offered to those who want to handle their work more efficiently. Machines that spell economy, speed, accuracy and quality go to those only who invite them. And no man can buy a machine unless he knows something about it—unless he at least

knows of its existence. Advertising pages tell what the market affords.

Business men should—like the women—read advertisements in search for bargains. And everything that enables one to do one's work more efficiently is a bargain that one should grasp.

*The most certain sign of wisdom is a continued cheerfulness.—Montaigne.*

**T**HE FACE of a man will persist in telling what sort of a man he is. There is no escape. Women, for instance, instinctively trust some men at the first meeting and give "a good face" as the reason.

*The Face Tells*

And in nine cases out of ten they will be right. Every thought, word and act makes its impress upon our faces. The man who is tricky, who schemes, who tries to beat others, wears a face that tells what manner of man he is.

The salesman who succeeds in building and holding business is the man with a good face. The Chinese talk about "losing face." There is a reason.

I have known of men who have tried to make strangers think them morally corrupt but failed because the stranger would say something like this: "You can't make me believe that unless you get a different kind of face."

Let a salesman or employe look into a mirror and ask, "Has that fellow in there a face that inspires confidence?"

*It is better to hold back a truth than to speak it ungraciously.—St. Francis de Sales.*

**A**ND IT is so easy to be kind. Just to sort of be neighborly to all folks. You see, there really isn't as much kindness and sweetness in our lives as we could make. Just by giving kindness we receive kindness.

*Being Neighborly* That line from Sam Walter Foss comes to me—that one about living in a house by the side of the

road and being a friend to man.

Do you know, that is a great line. What do wealth, social position, fame and all the rest mean to us when we are in trouble?

Sometimes I think James Whitcomb Riley has expressed the philosophy of the Religion of Neighborliness in that line in

which he tells of the man who lays his hand upon your shoulder in a friendly sort o' way.

It is so easy to be friendly, to smile, to sort of let your face crinkle with good nature and cheerfulness. And it is great to walk down the street of a morning with an air of optimism, of courage and kindness. It makes others wear smiling morning faces, too. And you know how you thrill when a friend passes by and says "Good morning," just as if he had done nothing since he awakened except look for you so that he might deliver that greeting.

Being neighborly is so easy—and so great. There is always room for folks to be kind—and there is need, too. Greatness is often found in simplicity. All of us can be neighborly. And to be neighborly is to be great.

## The Power of Personality

*By Mary Music*

**T**HE MORE I think of it, the more I feel personality to be the only consequential thing in life. Elusive as the word is, within it lies the only real and ultimate values.

When I see people of utterly diverse religious, philosophical, political, and social views, wrought of the same metal and fired by the same divinity, I question whether we know or ever shall know what are the decisive and determining forces in soul-building; whether, in any individual case, this faith or that is to be deplored. All may be needed in some stage of the tempering process.

Perhaps no abstraction in itself can be true or false—it must wait to be vitalized by the human element.

Is not any conception great that contributes a positive element to personality?

Let Love be guided by Reason and penetrated with Knowledge; then will come the reconciliation of all the contradictions of life, and the harmony of mankind.—*Huckel.*

Then let the steady compass of our unswerving optimism be: Ever forward to a large-hearted ideal; never look back.—*Huckel.*

# The New Conversion—How the Light Broke on Some Men : *by* Uncle Tim

**B**UT I lift my voice in behalf of the new conversion—the conversion of the individual to the solution of the social problem.

It is to open his eyes and kindle his heart until he places himself gladly and unreservedly on the altar of struggling humanity. His master passion will be the rescue of humanity from this world's hell of poverty and sorrow.

He may cry out against child labor; or reach a hand to the poor white slave; or make war against war and all the cruel hordes of ruthless Mars; or plead for the denizens of the underworld blighted and dying in greed-built tenements; or he may be an angel to open the prison doors of ignorance and arrested development, and let in the sunlight of universal true education.

Let me narrate a few examples of this social conversion.

Frederick Douglass was born in 1817 and reborn in 1838. It was then he unsheathed the keen sword of his brain against slavery. How preeminent this black man stands today in comparison with that white man, Stephen A. Douglass, who walked into oblivion on the shoulders of Injustice when he took the wrong side of his debate with Lincoln.

The old story of Lincoln as a young man at New Orleans, seeing a woman sold into slavery is another example of this kind of conversion. The fire entered into his spirit. As he walked away, he said to his companions: "If I ever get a crack at that thing, I'll hit it, and hit it hard."

That was doubtless the day when Lincoln was born again.

John Brown watched a slaveholder sell a black woman into one state and her husband into another.

He rebuked the man: "What right have you to separate that woman from her husband?"

"I married them myself, and I can do as I please with them," was the brutal reply.

John Brown said, afterwards, "From that day I was an abolitionist."

He lived to make the history of Harper's Ferry. As Wendell Phillips says, "he went up to God from a Virginian scaffold, carrying with him the fetters of four million slaves."

Doctor Russell, at Oberlin, Ohio, attended the funeral of a drunken woman. Back of the coffin lay the husband—dead drunk. Two little children alone were unpolluted there that day. He went the next day to help them, but the home was barred and closed. He never saw the children again.

This, to Doctor Russell, was a deep and bitter experience. Out of it came the great reform—the Anti-Saloon League.

A poor Maygar family left their hungry home in Hungary and fled to fabled America, the land of freedom and plenty. They tramped from Boston across the State of Massachusetts, seeking work and finding none. They were faint, hungry, and cold, and the winter snows added to their desolation.

At last in Connecticut they entered the premises of a farmer. One of their number—scarcely more than a girl—was about to give birth to a babe. The husband not being able to speak a word of English, implored the farmer with motions and gestures, to allow his wife to enter the barn, that the poor woman might find a bed in the hay or straw.

But the farmer drove them forth.

They wandered off into the meadow. There they scraped aside the snow and piled it up in a bank to shut out the cold wind. Then they spread down their clothing.

And there, with only the blue vault of heaven for a covering, the little babe was born.

Alexander Irvine told us the other night that he read the story in a New York paper, doubted it, jumped on a train and hurried away out to Connecticut to learn whether it was true.

He said, "it was true. I saw the cruel

farmer. I saw the husband, the young mother, and the little babe. I knelt down beside the little one and cried to God to let me live to see such terrible social conditions driven from our land."

That was a new birth for Irvine. His address the other night was one of the most eloquent things I ever heard.

"Ye must be born again."

Yes, an objective birth, not subjective; a social birth, not individualistic; a birth to action, not to creed.

## Selling the Close Buyer

By Charles M. Falconer

**O**CCASIONALLY you meet a buyer who jars you with this shrewd warning: "You had better figure close, for I am getting prices from others."

When you do, just say to him something like this. It has been tried and it did the business:

"You say that several other firms are competing with me on price, Mr. Blank. How many are competing on quality of work?"

"You have seen the work we do, and have been kind enough to express your opinion of it. In other words you are convinced that we can give you just the kind of job you want, which is certainly the case. That is understood, or I wouldn't be here.

"If all you want in addition is to be sure that we shall not overcharge you, let me tell you in all earnestness that I have at stake something bigger than the best guarantee ever written. The entire amount of business which I look forward to getting from you in future depends very largely on how well my house can serve you in this instance. We *must* satisfy and please you; and we shall do so to the very best of our ability. If we fail, we shall have no right to ask any more favors of you, so we are going to take care not to fail.

"We dare not overcharge you, because it would be disaster to do so. At the same time, we dare not figure so low as to endanger our ability to furnish the quality of work you want. And, again, our own interests have to be considered.

"Now I know, Mr. Blank, that you are a stickler for quality, you want your orders filled exactly as given, you haven't had a very pleasant experience with "just as good" substitutes, you want what *you* want and not what the other fellow wants to sell you. Consequently, I ask you, since it is our grade of work that you really want, even if there should be a trifling difference in price, isn't it worth a difference to you to be insured against an uncertainty? Especially when I am staking many hundred dollars worth of business on pleasing you this time?"

"Why not just let me go ahead with this order right now? You will spare yourself the trouble of comparing a whole lot of prices and samples, you will have no explanations to make, for we know exactly what to do; and you will get the goods several days earlier. And, as I said, you will find our prices all right: we have looked out for that.

"Do you want any advance quantity by mail or express?"

## Thoroughness

By Robert Francis Nattan, A. M.

**T**HOROUGHNESS is not only commendable, but most essential to permanent success. The human mind, at its best, is a limited faculty and, by its very essence, is designed to comprehend *fully* and thoroughly only one thing at a time. Hence, the advisability and desirability of specialization.

A man vain enough to attempt a complete knowledge and mastery of many different subjects, foreign to his profession or business, is generally superficially informed in all, and superficial knowledge is often harmful to the possessor, because it is opposed to thoroughness.

Therefore, let us choose one business or trade or profession, in accord with our aptitude and our mental endowments. Whether that subject be salesmanship, or some other, let us put into it all the energy and will that is ours. Let us study it, analyze it, and bring to bear upon it all our efforts.

The resultant of these concentrated efforts and of this fixity of purpose will be genuine success.

# In a Personal Vein—What Power of Determination Does : *by* W. H. Tennyson

**A**RE YOU a keen observer? Ask ten men that question, and nine of them are apt to reply, "Why, yes," without qualification; perhaps the tenth will laughingly say, "I guess so. Why do you ask?"

Suppose I ask *you* the question, "Are you a keen observer?" First, however, you will doubtless wish to know who "I" may be. Parenthetically, then, I answer that I am a life insurance man, writing from Newark, New Jersey, and that I believe heartily in the doctrine of mutual benefit. Isn't that enough?

## A Lesson from the Hen

Imagine, for a moment, that you are standing in the barnyard of some country place, watching a litter of puppies at their feeding pan. As you watch, an old hen who has been scratching near by ruffles up her feathers, and with a big show of fight, actually bluffs those puppies from *their* feeding pan—yet one pup could have turned her into a fricassee with a single snap of his jaws.

You'll laugh, I'll warrant.

Have you, however, truly *observed* or merely seen? Has the incident forcefully demonstrated to you that it is the confident and persistent way you go for a thing you want that makes your competitors sidestep?

I heard an address once that supplements that little incident admirably. It was delivered by Mr. William Winton in Detroit two years ago. The first feeling of individuality, said Mr. Winton, prompts the assertion, "I am." "I can" follows naturally. "I can" embodies self-reliance, confidence, possibility. Where there is possibility—where one *can*, obligation is recognized, and "I ought" results. "I ought," therefore, "I must," duty, the imperative force, having become a factor. Still, the assertive principle is unexpressed. Finally, to give to this assertive principle, to this individual soul power, proper expression: "I will." If "I must," then, "I will."

The old hen didn't think it all out of course, but *will* was what impelled her to

tackle the puppies. Confidence and self-reliance, knowledge and plans, are of no value unless backed by will. Persistence, courage, optimism—like the desire to serve—are soul qualities—qualities of will.

## Character and Will in Business

I can't remember where, but somewhere I have seen character defined as a perfectly educated will. Since all the elements that make up character are essentially qualities of the soul, and since determination which prompts the declaration "I will" is individual soul power, this definition seems to be an accurate one. Character is capital in any business which is to be a lasting success, for character is the most powerful force in all the world.

As recently stated by a Chicago insurance journal, "It is the chief asset of most men who are obliged to work for a living. It should be guarded as sacredly as the good name of a woman . . . Many young men in the insurance business do not seem to estimate the value of keeping a clean record."

In order to be permanently successful in any business a man must be able to gain and hold the absolute confidence of his clientele. It doesn't take a keen observer to see this. Character is the one force that enables a man to gain and hold the confidence of his fellows.

You cannot serve a man unless he has faith in you. You cannot do business with him whereby you and he mutually benefit unless he believes in you—not, unless he believes in your proposition, but, unless he believes in *you* as an individual. The true salesman occupies much the same position as does the physician in this respect. A patient must have confidence in his doctor, or the doctor cannot serve him. More today, perhaps, than ever, a prospective buyer must have confidence in the man who is endeavoring to secure his order or his application.

To the average man the great variety of commodities on the market is confusing. He wants only the best, and, not having

had unlimited experience, he doesn't know positively which is the best. When, therefore, he finds a man who by the look of his eye and the ring of his voice demonstrates that he can be trusted, and of whom men who know him say, "Upon his advice you can rely absolutely," to that man will he listen.

More and more, confidence is being recognized as the basis of successful business. There is nothing more powerful than faith of men in men. Yes, character is a man's chief asset.

So much for the individual: but what of a business house, a corporation? A corporation is really nothing more than the projection of the lives and characters of the men who manage its affairs. A man of character cannot conscientiously work for a house or a company unless the foundation of its being is character. The first thing of all in judging any company or corporation is to know the character of the men who manage it.

#### Have You Seen the Portents?

Are you a keen observer? Have you noted these things, and are you conforming to them? Do you realize that a reconstructive period is in progress.

Today, you will find, a finer discrimination as to values exists than ever before. The public is more appreciative of right and equity and justice.

This is an age of great humanity and of intelligent altruism. The insane are no longer treated for "devils;" the state is spending money in order to provide proper treatment in sanitariums for tuberculosis patients; the boards of health of cities demand stricter compliance with the rules of sanitation and hygiene; criminals in prisons are treated as human beings; fuller educational advantages are provided by the government; pure food laws are in operation. In short, man's duty towards his neighbor seems to be more fully realized today than perhaps ever before.

Man is learning that human brotherhood is possible. He is learning to consider the interests of the buyer paramount, to sell him something he needs, something that is absolutely flawless, something that in after years he will be glad he purchased, in a

manner that will make every man with whom he has business dealings his friend.

Have you observed that such business methods really pay best? If you have not, perhaps you are not a keen observer. If you have, you will never doubt that the Golden Rule can be applied in this commercial age, in this commercial nation, to the end of mutual profit.

I believe that a new social conscience is forming. The world is calling us to its service as workers for the common good. Shall we—you and I—heed its call? Shall we observe and serve?

The answer No means ultimate failure. The answer Yes means ultimate success in its two primary elements: (1) manhood, (2) money.

Are we true observers? Are we true servers?

### Initiative

By Robert F. Nattan

**I**NIITIATIVE is the faculty which enables one to begin to do things beneficial in one way or another. Almost any man may begin, that is be the first, to do something, but few men can be the first to do that something well.

Initiative, in order to be worthy of the name, should comprise two elements—the element of originality and the element of advantageousness; not merely resultfulness, because this latter may be most detrimental to the person or thing in behalf of which the initiative is taken.

The man with ill-guided initiative is far less desirable than the conservative man. The first can wreck a business by his rashness, or make it an object of public ridicule, while the second, although he may not bring the business into the limelight of success, will at least keep it away from the reefs of ruin.

Initiative, guided by unbiased judgment, courage and foresight, is the greatest moving power in the world. It gives life to things which previously appeared dead—it moves, thrills, surmounts, accomplishes, and wins.—*Advertising and Selling.*

Advertising is the light of the consuming world and the medium its light-house.—*Evan Evans Smith.*



## Jewell Takes Off His Hat to Theory

BY ALL the ladylike swear words in Wiggins' Expurgated Glossary of Profanity!" exclaimed Socratic, stretching like a parlor cat, "it's too piercing sweet and pretty outdoors to stick around this grubby old office all day! Let's forget that we are serious and responsible men of affairs, give Ada Crickett a half day's freedom from clicking the keys and pounding the platen, and go out to La Jolla for a climb up the cliffs, a swim, and a fish dinner. Come on, you high private of industry. You can make that fifty cents tomorrow."

Of course I just hated to knock off work and go, but it would have been cruel to disappoint Socratic, so I gave Ada my ticket to the matinee I had been figuring on sneaking out to see that afternoon, and loped off with Socratic to the La Jolla depot.

As we boarded the big red gasoline motor, Palmer, of the Patterson Company, and Jewell, of Doon Brothers, dragged their sample cases into the car and sank down in their seats. Both looked sadly out of keeping with the beauty of the day and place.

"Happy Day, Palmer! Aloha, Jewell! I'm glad to see you fellows going out on your noble commercial missions with such bright and sunny faces. I can almost hear you caroling, in your blithe young voices: 'Oh the glad May Day!'"

Palmer grinned dolefully. Jewell poured out a little acetic acid.

"Your low comedy stunt makes a hit with me about like a clown at a funeral, Socratic. I'm good and sore today, and, besides, my lip is cracked. So don't be too killingly funny, please."

"Sorry, old chap, you don't seem to like

my pleasantries. But I'm out for a good time this one day in the year, so I'm afraid I shall have to seem unsympathetic in my jocoseness. But tell me, O sad one, what dark shadow has fallen across the noonday brightness of your life?"

"Oh, go join the bricklayers' union?" muttered Jewell, savagely.

"What is it all about, Palmer?" insisted Socratic.

### The Cause of the Grouch

"Oh, nothin' on'y Jewell and I both got turned down on a mighty juicy, thick, tender order for a year's electrical supplies, up at the traction offices this mornin'. We ben sharin' it every year now goin' on seven year', ain't it, Jewell?"

"Oh I don't know," snarled Jewell. Ever since I've been on this territory, anyhow."

"Well," continued Palmer, dropping his chin into his hand, "this mornin' when we went after it, as usual, some smart aleck youngster had been around to see Bodle and hypnotized the hull dum order outen 'im."

"No such thing, you uliginous earthworm," blazed Jewell. "Do you suppose I've got ice-water in my veins just because you are a vermiform invertebrate. You'd never hear a whimper out of me or see regret on my face if some other man proved to be my better at handing out the jolly. That's all in the game, and you've got to expect a better salesman to feed in your pasture *once* in a while. What gives me the sniffles is that the order was carried off by a mere infant, who doesn't know any more about salesmanship than Palmer does about English."

"Huh! Seems like I know enough about English to skin you on total sales about two



year' outen five, anyhow," scoffed Palmer. "How'd the kid happen to cop off that order, then, 'f 'e ain't a salesman?"

"Well, one good reason for it is that you and I are a couple of acritochromatic insoucians. Just because Bodle always came through with that melon, we got it into our alleged minds that we could loaf on the job, neglect him, go around any old time it suited our leisure, and give him any second-rate goods and service we happened to have lying around loose. Of course he made a change the first good chance he got. That's what puts me into sackcloth and ashes."

#### A Reminder That Was Rejected

"Of course you knew better than that, Jewell?" Socratic wanted to know.

"Oh no, I didn't. I haven't learned one pitiful little thing in my twenty years on the road. I thought that was the way to make a customer feel good and keep increasing his orders. Gee, but you're luminous today, Socratic."

"But if you did know better, why didn't you do as well as you knew?"

"Because I forgot to think of it, if you must know."

"Been a good thing if someone had reminded you of it two or three years ago, wouldn't it?"

"Well, if you had reminded me of it, Socratic, I should be just five hundred dollars richer today—and another five hundred or a thousand a year from today. There is no telling how long it will take me to get the traction people back on the books."

"But I did try to remind you of it two years ago one night down at the Cuyamaca Club. Have you forgotten?"

"I'd not be likely to have forgotten if you had had the nerve to say anything of the kind to me—but I don't think you ever did. What are you getting at, anyhow?"

"Don't you remember that I reminded you that salesmanship was a science, and that it would pay you to study it as such?"

"Oh that! I do seem to recollect, now, that you once sprung some noodle-headed fad on me. And I tell you now, as I told you then: it's all theory. May be all right for some acephalous would-be salesman. But its all tommyrot for a grown-up man

that has spent twenty years learning by hard knocks how to sell goods."

"Yes, I suppose it is theory. But what of it?"

"Why what in Darkest Africa is the good of theory in selling goods? The only way to learn is by experience. And that isn't any good unless a man is a born salesman."

"Well, let it go at that. But what do you learn by experience?"

"Why, the whole convicted business—how to approach people, how to size 'em up, how to dig your talking points out of your proposition, how to frame 'em up, how to close, and how to keep a stiff upper lip and put up a good front."

"That all?"

"Oh, no. You have to learn how to sell your people the kind of goods that will satisfy 'em, how to keep 'em sweet, how to make suggestions to 'em that will get them started on new lines, how to dig up new trade, and how to keep competition from cutting the ground out from under your feet the way that cub did to me today."

"And a man can learn all these things by experience?"

"Sure! There's no other way. You can't learn it out of books."

#### Running Theory Up a Tree

"I suppose there is one best way to do all these things, isn't there?"

"Oh, yes. I've found in my life on the road that there are just a few classes of buyers, and when you have learned 'em, you can most generally put a man in his class as soon as you spot him. After that, you give him the treatment you have learned is about the thing for that class. Whenever I have a new proposition, I have a way of going at it to get its points, and a way of framing up my talk. Then there are a few good closers you learn to use, after you find that they turn the trick."

"I suppose you gave young McKenzie the benefit of what you had learned by experience when you took him out on the road with you to break him in, didn't you?"

"Sure I did. And the kid made good in a hurry, if I do say it myself."

"Very modest of you, Jewell. But wasn't what you gave him theory?"

"Why no, it wasn't. It was just sound, practical common sense."

"Well, what in Death Valley is theory, then?"

"What some high-brow in a university has figured out, I suppose. Or more likely, what some schemer has framed up to draw the foolish dollars out of the gullible. Sounds fine, but it doesn't sell the goods."

"But suppose that some practical salesman, with years of experience, should get hold of you and Palmer, here, and a lot of other old stagers—the best in the game—learn all he could from them, and then put the whole thing down in a book. What would you call that?"

"That would be fine business. But that would be just plain common sense. If there is any such book, I'd like to get hold of it. But that wouldn't be 'science,' as you call it."

"What is science, Jewell?"

"Science? Why it's a lot of fine-spun theories doped out by college professors and cranks—nothing practical about it."

"Let me see. You sell electrical goods, don't you?"

"Yes—when I don't go to sleep on the job and let some fair-haired Willy-boy run off with my hard-earned business."

#### Jewell Sees a Great Light

"And there have been a lot of new inventions and new designs in your line in the last few years, haven't there?"

"Well I should say yes. We hand out something new every few months."

"Who gets up these new things, Jewell?"

"Why the engineering staff at the main works. They are a fine bunch of Weisseimers that have got the science of electricity and mechanics down so fine that it is as easy for them as buttering my bread is for me."

"And what is the science of electricity, Jewell?"

"Oh it is what has been dug out by experimenting and experimenting and experimenting, done by thousands of men, from old Ben Franklin down to Tom Edison and Marconi. Why Dodge Gaskett, Socratic, you've got me on the hip! Science of salesmanship! Why of course! Got a Mexican copper about you? If you have you can purchase this paste Jewell mighty cheap. Permit me to blush."

"Well, I wouldn't sell out yet, Jewell. You still have a chance to study the science of your profession. When are you going to begin?"

"Oh, there wouldn't be any use of my studying it. You see I've had the experience, and that is the best teacher, after all."

"But don't you suppose that the science might remind you of some of the things you have learned and sometimes forget to think of?"

"It's on me again, Socratic. By Faraday! So that's what you meant when you said that you had reminded me about these things two years ago. But, electrocute you, old man, why didn't you take me down and force your ideas down my throat. I'd be five hundred dollars ahead today, if you had."

"You wanted to mash my beautifully chiseled features and smear them all over the Wilton as it was, Jewell. Do you think that you would have got the point this time if young Jimmie McDowell hadn't taken you down a few tough, hardwood pegs just before I started in to let the daylight into your indurated cranium?"

"Maybe not, Socratic. I guess I've been a hide-bound old back-number. But not any more. I can't afford to lose any more juicy beefsteaks—I'm too hungry."

"Good for you, Jewell. You've got a lot of good fights in you yet. But you musn't let these young chaps get ahead of you. Did you know that Jimmie McDowell worked up his whole campaign on Bodle out of his books on the science of salesmanship?"

"Tia Juana you say! Well I'll be tried, convicted, and sentenced! Say you haven't got any of those books with you, have you?"

"La Jolla!" yelled the conductor. "All out. Far as we go."

#### "Good Enough"

THERE," sighed "Happy" Day, "that's good enough."

"Is it the best you can do?" Socratic wanted to know.

"Oh, I could do it better, but what's the use? It will do the business pretty well as it is."

"'Happy,' is your job good enough to suit you?"

"No, dynamite Old Ellsworth! He's

advanced Weeks and Montieth, but he's not an affinity of mine, I guess."

"Don't you think he is justified in keeping you in a mediocre job as long as you are satisfied with doing mediocre work?"

"But my work isn't punk—he has never emitted a whimper. I guess he must be satisfied with it."

"But how do you expect Ellsworth to do his best for you when you're not proud enough of yourself to do your best for him?"

"There's something in that, by Johnny! Why Weeks would do a job over ten times rather than let it go out of his hands until he was perfectly satisfied with it. And I guess that is what got him that gilt-edged portfolio as the Old Man's confidential financial secretary. Let me have that report, please. I want to write it over. It shall be made a literary gem, and so complete and clear as crystal fountain clear that not even pompous old Whiting will ask a question when you get through reading it."

"Who got up that report," was the only question asked after the reading that night—and it popped out of several mouths.

"'Happy' Day," smiled Socratic.

Keen old Ellsworth penned a word or two in his little red book, and the next day "Happy" was just that.

### Aushi Pyrrh Makes a Start

**M**ESSAGE for you, Mr. Socratic," announced Aushi Pyrrh, calmly hurdling Wiggins' April fool foot, playfully interposed to trip him up, and taking the black oilskin folder out of his brass bound cap.

"Don't you think Wiggins is the proud possessor of a delicate and refined sense of humor, Aushi?" mused Socratic, as he signed the delivery sheet.

"Sure, he's so funny the dogs laugh at him when he comes over on Fifth street," winked Aushi, solemnly.

Wiggins was so busy patting down his rampant scalp-lock that he didn't hear.

While Socratic was reading the dispatch, the lad drew his upper lip down over his teeth and ran exploratory finger tips over it with short upward strokes. He was

still absently absorbed in this investigation when Socratic looked up.

"Any answer?" he blushed, suddenly giving up the search.

"Were you looking for something, Aushi?" asked Socratic, anxiously.

"Well, I've been bringing messages to this office for six years, Mr. Socratic, and the dollar you gave me the first day I came up here was the best present I got on my eleventh birthday. So you can figure it out for yourself."

### Looking Into the Future

"Well I'll be roped, thrown, and branded! Time's been on the high speed clutch, hasn't it? And so you're beginning to sprout facial foliage! Isn't it about time you graduated from carrying yellow envelopes?"

"I s'pose 'tis. I learned Morse long ago, but I'm too jigglely to sit and pound brass all day. So I d'no what to do. What do you think, Mr. Socratic?"

"You want to do something that will keep you hustling around most of the time, do you, Aushi?"

"I guess something like that would fit the pattern I was cut from better than anything else."

"Then why don't you take up selling goods on the road? You could begin right here in town. Fussberg is putting out a little specialty now, and he has several young men your age who are making their two to five dollars a day. That would give you a beginning. From that you could work into some bigger specialty, or take up a wholesale line. How does that listen to you?"

Aushi did an astonishing pirouette. Then he quickly drooped.

"But I couldn't, Mr. Socratic. I've got no education—and it takes education to be a good salesman."

"You don't say? Why, to hear some of them talk, I should gather the idea that all that is needed is to be natural born. Aushi, if you actually believe that, you have already a better start than a great many who think they would be among the top-notchers if their luck would only change. So, of course, you are going to continue getting an education, aren't you?"

"Continue? Aw, quit your kiddin' Mr. Socratic. I ain't no Raw Raw boy, and I can't ever be one, either. I got to look after Ma."

#### The Education of Aushi Pyrrh

"You are bigger and stronger than you were that day you first came up here, aren't you, Aushi?"

"Well I should yodel! I don't want to brag, but you ought to see me 'rastle the guys down at the office. Ain't one of 'em can throw me."

"Then you have been educating your body, haven't you?"

"Why, is that what you mean by education—just to make yourself bigger and stronger?"

"What else could it mean, youngster?"

"Well I never thought of it that way. But you have to go to college to educate your brains, don't you?"

"Your brain any quicker, your memory any better, do you know any more than you did six years ago?"

"Well now, what do you know about that? Say, Wiggins, I'm getting educated!"

"You mean your nerve is, son," smiled Wiggins, who seemed to feel that he had to get back at the lad somehow.

"Well, ain't nerve something a salesman's got to have?" Aushi inquired.

"The right kind is," interposed Socratic. "But how are you going to continue your education?"

"That's just what I was going to ask you, Mr. Socratic. I've got to keep on working, so I can't go to school."

"Why don't you take up a correspondence course?"

"Why those things are fakes. You'll never see me bite on that foolish bait."

#### Fake School or Quitter Students?

"How did you find out that they are fakes, Aushi?"

"Why Pactor, down at the office, started in on a course in architecture—paid seventy-five dollars for it. Gee, but he was bughouse about it for awhile! But he gave it up long ago—never got anything for his seventy-five buckaroons. Then there was Billy Brake—lives next door to us out on Logan Heights—he took up a course in advertising. That cost him twenty-five

cases, I guess. He was going to be a second Kennedy. But it only took him three weeks to go his limit with it. And his twenty-five is still gone."

"Know Bob Mitchell, Aushi?"

"Yep."

"Remember when he went up to 'Frisco to study medicine?"

"Sure—he went for two years, didn't he?"

"I believe that was the measure of his persistence. But did he finish?"

"Nope! He's selling real estate for Leslie right now."

"Remember when Johnny Cassel went up to Los to study law?"

"Yes, and he staid until Christmas. Then he comes home and has been sponging on his dad ever since."

"How many were there in that bunch from the High School that went up to Berkeley to the university two years ago? Remember?"

"Well I guess yes. 'Senough, Mr. Socratic. I'm on to you. 'Bout half of those gazaboos didn't last out the first year. But that's no sign the 'varsity is a fake. And the doctor and lawyer schools ain't fakes either. So I guess the correspondence school wasn't a fake either, just because Pactor and Billy Brake were quitters. Both of 'em are always digging up more snakes than they have the nerve to kill. Well, I'll go you, Mr. Socratic. You tell me what you think I'd better take, and I'll begin tonight. And your little Aushi never was a quitter."

Socratic showed me a letter from Mr. Pyrrh—Mister Pyrrh mind you—this morning. He was thanking Socratic because of a gold watch he had received for the largest number of new typewriter sales in the San Joaquin Valley territory. And the prize-winning salesman delivered that last message in our office just two years ago. But at the end of the letter Aushi says:

"I feel that I am beginning to make a start on my education."

---

"Many have been ruined by buying good pennyworths,"—as *Poor Richard* says.

---

Name goes but quality counts.—*Evan Evans Smith*.

# Batter Down the Alps of Opposition that Lie in Your Way : *by* Thomas Dreier

**A**GENTLEMAN by the name of Napoleon, who was quite prominent in social circles in Europe at one time, is said to have achieved some success in his particular business by reason of his merry way of taking advice.

Of course we all know that the best way to take advice is not to take it—that is, unless we pay for it. Unpaid-for advice is like the samples of patent medicines left on the front porch. You can take it and may not suffer ill effects, but the chances are you will get misery in your stomach.

This Napoleon person was once advised by some of his chums when they were out on a stroll that the only thing which prevented them from getting down into sunny Italy was a range of mountains known as the Alps.

It happened that Napoleon had made up his mind to get into Italy because he wanted to conquer it or something like that. He was therefore somewhat peeved at the Alps for getting in his way, but he was much more peeved at those finicky gentlemen who wanted to return to the club.

"To Italy, James," he said to the chauffeur.

"But—the Alps!" exclaimed James.

"There are no Alps," answered Napoleon, playfully hitting James with a wrench and taking the wheel himself.

## These Found No Alps

There never yet was a man who wanted to break away from the beaten path, or who proposed to tackle some big proposition, that did not hear some remark about the Alps being in the way.

John Olin heard that growl when he proposed to the folks at Madison, Wisconsin, that they raise money and beautify the city.

Spend money for beauty! The very ideal!

But Olin has read about this Napoleon answer and he tried it. He said the money could be raised. He went to the news-

papers and got them to carry his message to the people.

Well, they raised a trifle of \$189,000 for parks, drives and boulevards in a handful of years. And the last time I was there, Mayor Shubert told me that it was likely that the city would take over the work of the Madison Park and Pleasure Drive Association and carry it on with public funds.

Olin and his friends created a popular demand. Now the people wouldn't be without it.

Christian Science was laughed at. It met with scoffs. Now some of the biggest, best and happiest people in the world are Christian Scientists.

New Thought met the same kind of a reception. It was unorthodox. Its believers taught self-development and talked success and happiness. Now Elizabeth Towne, one of the leaders, tells me that there are over 200,000 real New Thoughtists, while those who have awakened to the fact that they have power within are numbered by the million.

Dodge took his wood split-pulleys to New Orleans and tried to introduce them to manufacturers exhibiting there. They laughed at him. Not a sale could he make until he found one fellow who couldn't get a metal pulley that would serve. That gave Dodge his opening. Today the Dodge plant is the biggest of its kind in the world, double page spreads appear in the Saturday Evening Post, and new buildings are going up all the time.

Years and years ago Butler Brothers started in a hole in the wall in Boston. They proposed to sell merchandise to dealers by mail. Other business men laughed at them and told them about the Alps. Today Butler Brothers do a little over \$100,000,000 worth of business every year. For them there were no Alps.

## What Levels the Mountains

Of course there isn't any secret process back of the success of these men and these movements.

Any man can succeed provided he gets into his head the idea that he is a manufacturer of the greatest commodity in all the world, and that that commodity is service. Let any man manufacture and sell Service and all the Alps ever thrown skyward cannot keep him from getting into the Sunny Italy of success.

It really doesn't make any difference what your business or profession is? You may be a maker of candy or a manufacturer of Billikins, a budding biscuit company or seedling electric plant. Success will come to you if you invest your time in finding ways in which you can serve.

The institution that serves is the institution that succeeds.

The individual that succeeds in any institution is the individual who serves that institution.

Get over the idea that the people of the world have formed a conspiracy to keep you down. As my old fraternity brother, Dick Finley, says, "Cut out the growl—that's dog talk."

The people never conspire to keep anyone from serving *them*.

Only the short-sighted employer will keep you from serving him and his institution. But if you do strengthen your body and your mind by rendering service to an unappreciative employer, you will find yourself working for the appreciative employer—it may be yourself—when you are ready for promotion.

Get busy doing things for people and they in self-defense will begin to do things for you.

Tiffany, Wanamaker, Heinz, Dodge, Burroughs, Strauss the photographer, Finley the restaurant man of Cleveland, Crane the paper maker,—these and hundreds of others have proven this true in business.

And just because no one ever did your particular work before is no reason why you should not succeed. None of us is original. When we boast of introducing a new idea we merely mean that we have combined a few old ones. Or it may be that we are introducing an old idea into virgin territory.

The fact that the folks in your neighborhood haven't heard of the idea is no indication that it is new.

To introduce it all you have to do is to show your prospective patrons that it will serve them. Appeal to their selfish interests. Show *them* how it will help *them*. Then deliver the goods. As Hinky Dink said to Bathhouse John, "Make good, John, make good."

When people hammer you on the nose and swing their brawny fists into your sacred solar plexus, they do it solely because you haven't convinced them that you are not trying to steal their savings or insert a stilleto into their vitals, but are engaged in the perfectly legal business of trying to serve them.

If your salesmanship is so crude that you get mistaken for a highwayman and a disturber of the peace, don't growl if you find yourself tossed upon the unfeeling pavement, or discover yourself doing a Marathon against a gentleman bulldog that has never been converted to the vegetarian faith.

#### How I Paid My Tuition

I used to try to perform the thankless task of reforming folks by taking off my coat and saying to them, "Now be good or I'll beat the devil out of you."

Sometimes I took Hinky Dink's advice and made good, but more often I assisted the bulldog to entertain the small boys in the neighborhood.

Up to that time I thought that all a fellow needed in order to succeed was to have in his heart the desire to serve. I had that in wholesale quantities. But the trouble was that my salesmanship was in the xyz class instead of being abc.

My sales talk didn't get into the other fellow's mind as I wanted it to. Instead of painting a picture showing the sweet posies and the little lambs, I managed to create in his mind a picture of myself jabbing him full of bowie knives and pouring capicum into the wounds.

Naturally the victim objected.

Then, instead of bidding him goodbye and going off and studying out another sales talk, I said in effect, "Confound your pesky hide, if you don't know what is good for you it is time that someone showed you a few things." Thereupon I carefully grabbed him by the neck and attempted to

cram my plan down his throat by physical force.

And I always wondered why they didn't greet me as a loving brother who was trying to be good to them—just as father often used to wonder why I did not smear love all over him after he and I had a session for the purpose of instilling into my hardened youthful heart the principles of being decent. Poor father never knew that I was eating my food every day, and taking plenty of exercise, with the idea in mind of giving him the surprise of his life some day when he became obsessed with the notion of hearing me make a loud noise.

#### About Opportunities

You can't batter down the Alps with your fist, and today wise engineers never attempt to tunnel through a mountain with a scoop-shovel.

If you want to get your idea of service into the minds of people you must prepare yourself and provide the proper tools.

You can then batter down the Alps of their opposition. For you there will be no caves that will not open to your magic word.

Folks will tell you that for you the opportunity does not exist. Perhaps they are right. Your work is to get busy and create an opportunity. And the queer thing about the man who starts out to create an opportunity is that he keeps right on creating more opportunities.

If you believe in your idea and your idea is one that will serve the people, you cannot fail to succeed if you persevere. Keep climbing. Keep working. Keep your confidence in yourself and your proposition.

By believing in yourself you will get others to believe in you. Think well of yourself and others will swing in and do the same. Make friends. Alone you might not batter down the Alps, but with friends back of you who believe in you, you will find yourself some day enjoying yourself in the sunny Italy of Success.

## Are You Dissatisfied?

By JAMES Y. STAPLETON

**F**UNNY how many people one meets who are never satisfied, you find them everywhere. The bell-boy in the hotel, the elevator boy, the street car conductor, the retail salesman, in all walks of life you find the grumbler.

I try to analyze the minds of these grumblers and am at a loss to understand them.

I asked a grumbler (an elevator man), the other day why he didn't give up the job and get something else to do. He said that in the first place he didn't know of anything else he could do and didn't know where to get any other position if he could fill it.

The thought came to me that this fellow was in the same position as many employes in the various stores I have visited in the several years I have traveled.

The spirit of unrest, of dissatisfaction, seems to possess so many young salesmen and they show it in their actions. They

are not interested. They do not work for others as they would work for themselves. They do not regard their employer as their partner. They do not try to get customers' attention so that the customers will come back and ask for the salesman by name. These are a few of the reasons why so many salesmen shift from place to place, from one city to another.

You can make people call for you—you and I like to trade with certain people we know. The salesman who has a following is sure to have better offers made him if a merchant with a larger or better store can make a place for him.

Good men in your line can always find positions.

Let us make this resolution for all time to come: Study our work more than we have in the past, and join hands with employer and manager to better our mutual conditions.

# Some Random Thoughts on Advertising as a Commercial Power : *by* Glen Buck

**A**DVERTISING is the modern creative force; positive and potent—a force which has made two blades of grass grow where one has grown before. It is the flowering of the industrial evolution. It has built great factories, great cities and great fortunes. It is something more than mere salesmanship on paper. It is the conqueror of unfair competition—the promoter of Right-Dealing. Its basic principle is Frankness and in it lies the hope of industry. Through it shall men come to see the value of common honesty and by it shall they be given an equal opportunity. To the small merchant at the cross-roads and to the great manufacturer in the metropolis, it offers the only sane solution to the Problem-at-hand. Advertising is the greatest force in modern merchandising.

When I sit down to write an advertisement, I ask myself: "What are the strongest and most natural things I would say about the article I have to advertise if I wanted very badly to sell it to an indifferent customer?"

I then try to put these things down on paper in the simplest, plainest, and shortest way possible.

The first appeal of an advertisement must be to the eye. Ninety per cent of the worth of an advertisement lies in its ability to attract attention—or perhaps, I should have said ninety-nine per cent. With this ability, even poorly written copy will make good; without it, all is lost.

I can write an advertisement in a short while but it sometimes takes me many hours to lay it out.

Good copy is important. But it is by no means the most important thing to be considered in advertising. All resultful advertising must make its appeal to the eye.

It has only been a short time since the typewriter was a necessity. Now it is an absolute one.

About a year ago we installed in our department a multigraph machine. The-Man-Who-Looks-After-the Finances thought we were extravagant. But we could not do our work today without a multigraph.

I know store-keepers—they cannot be called merchants—who try to do business without a telephone.

And I know store-keepers who think they are doing business without advertising.

They don't know it, but they are on the Greased Slide.

If they are fortunate enough to discover their whereabouts before they strike bottom, they may get a chance to ride on the up-going elevator, Modern Methods.

And then they will wonder how they ever tried to get along without advertising—just as we wonder how we ever tried to get along without a multigraph, a typewriter, a telephone, or any modern necessity.

Your advertisement must be something more than a mere catalog of things you have to sell. It must stimulate a desire on the part of others to possess the things you offer.

The right sort of advertising creates desires.

Too much talk! Too much talk! Too much talk! The only people who read your long-winded and labored descriptions are the proof readers and yourself.

Not until you stop thinking of your advertising as an expense will you ever become a successful advertiser. I know men who look upon the buying of newspaper space as they would look upon the buying of a Benzine Buggy. They really believe that it burns up money.

The only advertiser whose advertising is an expense, is the one who does it wrong.

And the chances are that this same advertiser has three times as much invested in stock as he should have.



And still he wonders why he turns his stock only once in two years.

"That advertisement was a good one. I, myself, heard four people mention it," said one merchant.

"I like that circular first rate. Several of my friends have complimented me upon it," said another merchant.

But successful advertising does not depend upon what our friends think of it—not even upon what we may think of it.

Will it bring dollars into the till? That is the only test.

Too many advertisers fortify themselves behind their own personal opinion, or should I say, personal prejudice.

It is not important what you or I, or Tom, or Dick, or Harry thinks of an advertisement. What do the people think of it? Does it bring customers into the store? Those are the tests. The Law of Averages is a fundamental law of advertising.

I know many merchants. I am in constant touch with many hundreds of them. But the only merchant I ever knew who turned his stock three times in a single year, is one who uses advertising service as it is outlined to him and who backs it up with right methods and intelligent enthusiasm.

Advertising is the horse which goes before the cart. But without a strong cart, it is of little worth. Unless you are backing your advertising up with the right sort of system in your store and the right sort of wares in your stock, you cannot expect successful results. A strong horse, strongly hitched to a strong cart and with an intelligent driver—that is what your business should be.

You've heard 'em say it, haven't you?

"No sreee-bob—you don't catch me wasting any of my money in buying newspaper space for pretty pictures. This 'eye-catching' business is all a fake. Advertising doesn't count much anyway, but when I do advertise, I do it right. Fill her up full of good, hard talk and plain prices, with a cut or two of the real articles. That's all and that turns the trick."

There are just oodles of 'em who have said this sort of thing so often, that in spite of the fact that the trick never turns, they really believe themselves.

I once heard of a real estate man who had a young and enthusiastic partner of a peculiar turn of mind. This partner had stirred up considerable fuss and business through some unique newspaper advertising. In one particular ad, he described the advantages to be had in buying land in one of their subdivisions, and he urged the intending purchasers to seize the passing chance.

"Napoleon not only met the opportunity, he created it."

The senior partner read this line thoughtfully and carefully.

"This fellow Napoleon," he observed, quizzically; "what's the use of advertising him with our money?"

And what's the use of spending your money on cuts that will attract attention to your ads? None at all—if you don't want them to be read.

The man across the street is selling inferior goods. Just so long as you refrain from screaming from the house-tops the merits of the good things you sell, why, just so long will you have unfair competition to fight.

"I can't afford to spend \$2.35 a thousand for envelopes for these form letters, and you will have to reduce the paper at least twenty-five cents per M. I have got to economize."

And he straight-way went and paid the United States Government twenty dollars a thousand to deliver a letter which speedily found its way, unread, into ten thousand waste baskets.

"Industry pays debts, while despair increases them,"—as *Poor Richard* says.

One secret of success—if it is a secret—is this: Toot your own horn until you draw a crowd—then turn the horn over to the crowd—*F. J. Raymond*.

"He that by the plough would thrive, Himself must either hold or drive,"

—as *Poor Richard* says.

# Making Good Habits and Breaking Bad Habits : *by* Arthur Bernard Freeman

**A** BOOK which treats involved and complicated studies in a simple and easily understandable way! What a delight and a help such volumes are to the young man who has his own education to make! What a source of satisfaction it would be to the student just setting out, if he could put his finger on a dozen or more good books which handled the higher subjects in plain, every day diction and argument!

The study of the human mind—commonly called the study of human nature—has so long been burdened with lengthy psychological titles and involved technical descriptions and definitions, that the average young man passes it by as something beyond his reach, and few appreciate how important this study is to their broadest development.

The writer has in mind a book which proves itself a wonderful stimulus and encouragement to every man who is fortunate enough to discover it—a book responsible for the thoughts which go to make up this article.

This powerful book enjoys the simple title: "The Education of The Will" by Jules Payot, is as fascinating as a novel, and as helpful and instructive as a year in the average school.

Out of a myriad of points upon which this book sheds its brilliant light, none is more important than those chapters which deal with the making and unmaking of habits, so much so that the writer of this article risks falling into the debt of the author by revealing it to hundreds of young men hungry for knowledge.

## **The Key to Success—How to Use it**

Habit is the key to success or failure; in proportion to the good habits we have do we succeed; and, similarly, in proportion to the evil habits we have, do we fail.

By good habits or evil habits we do not mean a moral preachment, but, for the purpose in hand, merely habits in our daily work, in our business.

It is not necessary to tell men that they are loaded down with negative habits, habits of indolence, of procrastination, of tardiness, lack of initiative; and one of our most modern correspondence schools tells us repeatedly of the good which comes from having the positives of these habits.

But just exactly how to develop a good habit, or just how to break off a bad one—this is what we young men want to know. Not merely the knowledge that good habits help and bad ones hurt, but precisely how to go about the making and unmaking of habits, and that is why this article is written.

The secret lies in one magic word—suggestion—and right here we endeavor to point out the means to the end.

Everything we do in life, until it becomes a mere automatic habit, is the direct result of some kind of suggestion. Our friend suggests, our environment suggests, custom suggests, or, from within, memory of past experiences, imagination and feeling suggest.

Now, if suggestion is responsible for our actions, if everything we do grows out of some suggestion, it is a very simple matter to find out which suggestions induce the good actions in our life and which the bad. And then, through the imagination, stir up the necessary suggestions to lead up to those actions which will make or unmake the habit we are aiming at.

## **Hitting the Reptile on the Head**

Let us get a closer perspective.

Suppose you have the evil habit of procrastination—suppose you put off things that ought to be done; you postpone, you will do tomorrow what ought to be done today.

You are perfectly conscious of this habit, you know it is standing between you and advancement, you feel that you could do much better in every direction if you would only throw off the habit, and yet you don't. You merely continue the habit by its own evil suggestions—by procrastination.

The straight-forward way around this discouraging habit is, to use the vernacular, beating it at its own game, for, after all, procrastination grows out of suggestion—the suggestion of a lazy mind. When you are about to do some work, your mind immediately suggests how hard it is, how comfortable it would be not to do it just now, and how much more convenient it is to put it off.

Now then, if negative suggestion can make you procrastinate, positive suggestion, which is usually stronger, can make you get the job done, and the method is here explained.

Let us set our mind to work, as it were, and create the positive suggestions necessary to eliminate this evil habit of procrastination.

Think of the many disadvantages of putting off important work; bring your imagination into play. First picture yourself losing promotion because you were not on the job; picture your humiliation; picture how your friends (?) will smile; how it will disappoint your folks. Constantly and forcibly bring up in your mind vivid pictures of all the evils which grow out of procrastination, so much so that soon you cannot think of putting off a duty without at the same time seeing in your mind's eye the many pictures of attendant consequences.

Then, on the other hand, imagine to yourself the joys of making good, of winning success, of having work well done and disagreeable jobs completed; of being praised. Think to yourself how much your

success will please those who are hoping for you, make mental pictures of the happy faces of your friends when they hear the good news; keep thinking of how proud you'll be to find yourself above the rank and file.

These mental pictures are suggestions. If you constantly bring them up in your mind, especially at the time when you are tempted to procrastinate, you gradually associate the suggestions with the action of doing so much so that they eventually become inseparable. Then, if you persist in them, if you do not become impatient or give way, just as surely as the rising of the sun, these suggestions will stimulate the right actions to make or unmake the habit.

It is not enough to merely "think" these things, allowing them to pass through the mind simply as day dreams; but you must persevere, paint actual scenes of happenings on the background of your mind, until these "pictures" become so vivid that you seem to see them as though in actual life.

Are you beset with an evil habit? Or is there some good habit that you lack which stands between you and success? Begin then, this very day, the cultivation of suggestion as herein described—teach your imagination to guide your actions through the wonderful power of suggestion.

And then read this wonderful book of Jules Payot; read it without procrastination, with a will, skipping nothing, and it will repay you in dividends which will increase with your years and ever attend you as one of the most important helpmeets of your life.

**I**F THERE is one enterprise on earth that a "quitter" should leave severely alone, it is advertising. To make a success of advertising, one must be prepared to stick like a barnacle on a boat's bottom. He should know before he begins it that he must spend money—lots of it. Somebody must tell him that he cannot hope to reap results commensurate with his expenditure early in the game.

JOHN WANAMAKER

# Manager Not Against the Clerk—But the Clerk Must Use Brains : *by Don E. Mowry*

**T**HE IMPRESSION often prevails among the clerical force of the office that the manager is against them, that he does not care for any suggestions from them, and that he wants them to do things just as directed, all of the time.

Until he can be shown, conclusively, that a new scheme or a proposed change will benefit the organization he sets his foot down upon it. In this he is right. He would be a poor organizer if he did not have the ability to discriminate between the good and the bad. His turning away from a suggestion that is offered by one of the clerks often results in his own study of the idea which the clerk has given him in mere fragments. Then it is that the clerk feels that his idea has been "copied" by the manager.

The truth of the matter is that the clerk thought some changes were necessary in his particular work. He had not worked out a better plan—he had simply gone to the manager and suggested some changes in his work. Had he made out the proposed changes himself, taken them to the manager, he would, in most cases, have received a credit mark in his favor.

The clerk who expects to attain success must think—use his head.

## **A Clerk of Wakeful Intelligence**

In the Erie railroad offices, in Chicago, a young man was employed as a stenographer in the traffic department. Certain schedules had been dictated to him. He copied them and they were sent to the printer. When the proof came back an important item had been left out and he made the proper note on the corrected proof and the proof went back for final correction.

The second proof was handled by another clerk who failed to note that the printer had failed to make the second correction.

The schedules were printed and sent out to the various offices of the company.

In a few weeks the traffic manager received several letters of inquiry concerning

certain features of this particular schedule. He dictated several letters to the young stenographer who then left the private office to write them.

The stenographer began to think about this particular point and was under the impression that the original copy, as corrected, contained all of the information that the traffic manager had incorporated in the letters which he had just dictated. He proceeded to investigate and discovered that he was right—the information was there, on his copy. He examined the proof sheets and discovered that the printer was to blame.

What did he do?

He explained the matter to the manager forthwith. The letters were not written. The printer furnished a new schedule.

The traffic manager said to the young stenographer: "That is just what you are here for. Your regular routine work is only a secondary matter."

## **How to Offer a Suggestion**

When you have developed a clear cut idea, when you know what you are talking about, have gone to the bottom of the situation and considered each and every side of the proposition, go to the manager, not with fear and trembling, not in a half-hearted way, but in a straight-forward, yet modest manner and explain your proposal. If you are connected with any establishment that has for its manager a man who, under such circumstances, will refuse to give your ideas fair and honest consideration, the best thing you, or any young man, can do is to get out of the employ of such a concern at the earliest possible moment. Even in this step you should not reveal the real purpose of your going and you should, by all means, secure a recommendation. Look around. Find out where you can fit in and grow. Act with caution—but act.

Think your way ahead.

In my own city there is a manager who worked up from the bottom. He was a plugger, and by that I mean, in this con-

nection, that he attended strictly to his own work; put in much extra time for his employer; never bothered himself about the other man's work; but, by virtue of his long period of service, he knew just what each man had to do; never suggested a thing because he did not believe suggestions came within his province.

He was made manager because he, of all men in the office, was most familiar with the work. Today, he does not care for suggestions. He begins to feel that he has power. He wants to see all letters that are written, no matter what their nature may be. He does not possess sufficient executive ability to plan the work of the office and, rather than call upon the men for any assistance or for suggestions in planning the work to better advantage, he prefers to come to the office at night himself, and do an extra half day's work.

The make-up of this particular office force is peculiar. Four of the clerks are perfectly satisfied with their lot. Two others are rebellious and have incurred the displeasure of the manager. They have little chance of getting a recommendation should they seek employment elsewhere. Seven others sympathize with the rebels but refuse to make known their feelings. These seven are well thought of by the manager and receive a slight increase each year. Just one man in the office has been making plans to get into other employment in a similar line of enterprise.

#### One Source of Imaginary Troubles

Managers are like the rest of us, human. They differ only in this, that they have responsibility upon their shoulders and must maintain discipline among the force; must use judgment in every act; and are finally the guardians of the funds invested.

Many clerks fail to realize that their own personal point of view may be at variance with that of the manager in questions of policy. The manager is not unwilling to consider the clerk's point of view. He cannot, however, inform the clerical force why such and such is not feasible. The office secrets must not become common office property.

There is, or should be, a distinct line of demarcation between the sphere of the manager and the sphere of the clerical force in

any office that is large enough to maintain an office of any considerable size. This fact is not always taken into consideration by clerks, and, for this reason, it is often said that the manager is unapproachable, inaccessible. This mistaken notion is responsible for over half the ills which are supposed to exist, but which really do not exist, in business houses.

Clerks who do not think, who refuse to use tact, who have no knowledge as to how to discriminate in the use of details, cannot hope to allay this false notion that the manager is against the clerk.

#### How a Clerk can Win Promotion

Too many clerks, I fear, labor under the delusion that they are doomed to remain in their minor position. Some substantial evidence must be given at varied intervals by the clerk that he is "on the job," to put it abruptly.

The clerk who works under the impression that he cannot rise, never does rise. You can take it from me, if you are willing to place any confidence in what I have been saying, that the clerk who attends strictly to business, watches for his opportunity to strike—then strikes with telling effect—is bound to win recognition and advancement.

Men in the business world, managers especially, are looking for young men, it matters not if they be clerks, who can think and who do think. They want young men who have the ideas. Ideas count.

If you cannot think, if you will not develop ideas that will help increase the business, if you believe you are doomed, you *are* doomed—doomed to remain a mere clerk, a cog in the machinery of business.

I have been writing at this length, speaking to those in the vast army of clerks who read this magazine for the sole purpose of getting ideas whereby they may better their own situations. And the impression that I want to leave with you is that the average manager is not opposed to you or your ideas; that he wishes you success and will do all he can to help you succeed if you take an interest in the business, assert yourself at the right time, and are willing to sacrifice petty pleasures when occasions arise. These traits are conclusive evidences of "spirit" and spirit goes a long way in winning recognition.

# Life Insurance Salesmanship—A Staple, Paying Profession : *by* Stewart Anderson

**W**HAT HAS the selling of life insurance to offer to him who is about to choose a profession or who wishes to change his business or profession?

These are some of its inducements and attractions: A staple. Remunerative—this year's work provides a portion of the income of succeeding years. Outdoor life. Personal independence. A college or technical education is unnecessary. Requires little or no capital. Ranks with medicine, the law, and the pulpit, in public esteem. Performs a highly beneficent service, of which no other economic instrument is capable—satisfying him who believes that the best life is one of humanitarian service.

## A Profitable Staple

To "earn a living" is labor's great first cause, and consequently and generally a business or profession should represent a social staple.

Life insurance is as firmly imbedded in the economic fabric as is the savings bank; but its service is of far greater importance to the community, and it must, therefore, continue to hold, next to the provision for current subsistence, the first place in the financial ordering of the average family.

There are more than ten billions of legal reserve life insurance (exclusive of industrial insurance) in force in this country—woven into the lives and encircling the homes of the people. A staple, indeed!

Life insurance pays its selling representatives well. But the solicitor's profession is not a lolling seat in a rose bower, or a settee in a cool and grassy park, for work-free idlers. It gives to no man a soft snap accompanied by gold a-plenty. It is in the forefront of modern activity—system, intensive use of time, industry, brains—these are requisites of success in life insurance as in every other worth-while profession.

To him who works and works and works, who has enthusiasm, whose energies are devoted to his vocation, and whose work and enthusiasm and energy are directed by clear intelligence, the reward is

as rich as any line of salesmanship can offer—and richer, because this year's work produces not only this year's income, but yields an income for succeeding years.

Confinement in office or store or study is absent from this profession. Air and movement, new faces, new ideas, new outlooks—these are not the least among its attractions.

Man thrives best, mentally as well as physically, and his period of usefulness is longer, when he breathes fresh air and when there is a far horizon whichever way he turns, instead of the life-killing blank wall of a rut.

The life insurance salesman meets in the course of his week's work many men of many minds, he sees man at many angles, glimpses life in an interesting and educative variety of phases, and uses continually one or another or all of his mental weapons in the cases in which he engages.

Mind and muscle are alike in this, that normal and diversified use gives health, vigor, and obedient elasticity. And there is no profession which so completely calls into play all the mental faculties as does that of salesmanship—imagination, observation, analysis, deduction, comparison, persuasion, appeal, argument—all of these, and more. These, as success follows success, develop acumen, logical precision, mind alertness, and self-reliance, and pinnacle their user as a master among men.

## A Life of Independence and Freedom

Limited only by the requirement that time shall be used with scrupulous fidelity, the life insurance salesman is personally independent. He comes and goes as he chooses. He does not punch a time clock. The hours are his own. He carries his personal card. His name is upon his office stationery. And as time goes on he may become an employer of agents, if his selling ability and executive qualities are apparent. For such a man there is room, not only at the top, but also at points of lesser yet prizable eminence, for all men cannot reach the highest peak.

Here is a profession which requires neither a college nor a technical training. If a man has either, so much the better, because his power to observe, to think, to acquire knowledge, is by it usually well-developed, and his acquaintance with a wide variety of things will be valuable. But if a man has sound health, an average mentality, untiring industry, enthusiasm, aptitude, and love for his work, success is certain.

"If I had a little *capital*!" An oft-heard regret. This profession of the life insurance solicitor, with all its possibilities of rare reward, may be followed without capital. Few are the professions of which this can be said.

It is true that capital can be profitably employed, in extending the salesman's activities, but comparatively few men bring capital with them—they make it after they come in!

A "profession"? Yes—as much so as law, medicine, or theology. Salesmanship nowadays is not a haphazard, hit-or-miss occupation—there *is* such a thing as "business psychology," there *is* such a thing as "scientific salesmanship." And the most successful salesman is usually he whose education has included a study of these twin subjects.

The seller of insurance commonly grows into a confidential relationship to his client—such a relationship as is that of lawyer and client, doctor and patient, pastor and parishioner.

For instance: To build for a business man an adequate schedule of life insurance, that shall protect the home and educate the children, and also make safe his business, requires experience, knowledge of policy contracts, and keen business ability. Men of affairs realize this, and as business interests tend more and more to complexity, and the value of life insurance is still more highly rated, the life insurance professional is oftener called into conference—he is regarded as a confidant, an expert, a counsellor.

No other lawyer, no other doctor, no other pastor or spiritual adviser, will we have; so, all over the country, life insurance professionals have *their* loyal, unswerving clients, among business men and

also among those whose policy list is small. And the long-established representative draws each year a substantial portion of his business from additional policies placed with policyholders already registered on his books.

"My lawyer," "my doctor," "my spiritual adviser," "my life insurance man." Truly the life insurance salesman is of the elect!

#### A Life of Social Service

Life insurance salesmanship is social service of the noblest kind.

"Widows and orphans,"—yes, it is often a phrase of jest, a laughed-at phrase. But the wide world knows that the bread struggle of the widow, the hunger of the orphan, and the misery of the pitiful aged man or woman, are more than half of all the sorrow and the suffering that civilized humanity endures. And he who in any degree lessens that struggle, relieves that hunger, or allays that misery, does a deed such as during two thousand years Christendom has regarded as almost divine. To such a service life insurance is dedicated, and to such a service well may he who would be a servant of men consecrate his whole being. There is no worthier, no nobler, no holier service.

Come with health, with intelligence, with industry, with zeal, with enthusiasm, with integrity, with high ideals, and you will find a profession here that will employ all your powers, munificently reward your labor, develop your mental faculties, sustain your interest, and, in short, provide you with a life-work which from every point of view will gratify your ambition and satisfy your imagination—a paying profession!

Ignorance isn't bliss to those who don't know a good thing when they see it.—*Push, in "Tips."*

The salesman is in a perpetual school, his work is essentially instructive, as it possesses the tremendous advantage of personal acquaintance with customer and competitor.

Contact with new people and new things is a great educator.

Are you growing?—*Push, in "Tips."*

# The Orchard Restful and Profitable for the Weary Business Man: *by* John S. Hughes

**W**HAT ARE you going to do ten years from now? Of course, you don't know. But, being a person of intelligence, you are planning for the future. You are laying aside a little money each year with the thought, "I shall want to drop this ceaseless grind some day." Have you planned what you will do when that time comes?

It will be no pleasure for you to sit down and fold your hands, but you will want to be doing something different from what you are doing now; something which will rest the long-jaded nerves; something which will not drive you; something out doors if possible.

What occupation answers to all these conditions like apple growing? I did not say fruit growing, but apple growing. There's a world of difference between the two.

It requires much intelligence and some labor to grow apples, as it does to do anything worth while in this life. But outside of spraying, there is no one thing which needs absolutely to be done on a given day or during a given week, and you have all the fall to harvest your apples and six months, if you wish, in which to market them.

That's the kind of occupation or avocation most of us want. We want to be doing something, even when we are resting. We want to work, but we don't want to be driven by our work. And we want our work to be something more than the hounding activities of business and professional life—or the mere plodding over fields. We want work which demands the full measure of our intellectual powers.

No occupation is more delightful to the normal man than that of the orchard and none more profitable. And when one looks into the future and thinks about the eventide of life, no occupation can be more delightful, more exhilarating, more uplifting to contemplate than to live in a balmy

climate, growing the King of Fruits, whose brilliant hues are painted by the hand of God.

## The Life Worth While

I am no preacher. I could not discourse upon the "higher" life, so called, if I would, so I speak in no didactic and philosophic strain. But, I do want to talk a little about the "life worth while."

By "Life" I mean our daily occupation, the common run of toil, by which we work out or daily stint, and earn our daily bread.

What then, is the "life worth while"? Naturally, some kinds of labor are to be preferred to others. Some are mere dull drudgery; some are interesting, but exhausting; but some have just the right proportions of physical labor and mental exercise. Such a life is exhilarating, uplifting, giving joy to the whole man.

The life then which is worth while, must meet fully these conditions. I know no work which does this like that of the orchard. Here from the moment the seed is planted in the ground, until the rich ripe fruit falls into the hand, wonderful changes follow closely one upon another.

The working out of the laws of God are, indeed, awe-inspiring. But, wonderful, too, are the changes wrought by the hand of intelligent man. He alters the character of the tree to suit his need. He shapes it to his fancy. He prunes it to increase its yield. He protects it from insects. And his reward is, finer fruit and a more bountiful harvest.

Is it not worth while to observe the forces of nature bending to the work of man's hands, thus accomplishing the will of man? A power, God-like, indeed!

What more lovely than an orchard in bloom, with its row upon row of trees like the serried ranks of an army, all beautiful with blossoms of multivariied hue; sweet with a perfume, beguiling and evanescent; tuneful with strumming of myriads of bees.

And what more glorious than the orchard at harvest time, with all about the



haze of exquisite Indian Summer, the happy voices of those who labor, and the abounding harvest of luscious fruit.

No wonder the heart of man becomes a well overflowing happiness and gratitude to "Him who giveth the increase." To work and live amidst such surroundings is a joy. Yea, a benediction.

This to me, is the life, the work, worth while.

### "Believe One Who Has Tried"

By W. H. Tennyson

NOT LONG ago I read a newsy letter addressed by the superintendent of agencies of one of the truly great American life insurance companies to the agency force of that company, in which he made this assertion:

"I am one of those who believe that no business can be permanently successful which is not based on service, and this is especially true of life insurance.

I believe, too, that the individual who serves most profits most, and that institutions the activities of which are dominated by the desire to serve will profit most."

In connection with the following quotation from an address by Prof. Kirby, of the Catholic University, on "The Field of Useful Service," this agency superintendent made a few very pertinent remarks which will interest the readers of THE BUSINESS PHILOSOPHER.

Mr. Kirby had said:

"The radius of efficiency for strong men has been increased, and the radius of efficiency for weak men has been decreased. As a result, the individual has become a political, economic and social giant, and while these features have been expanding his conscience has largely remained stationary."

The remarks prompted by the foregoing made by the life insurance official previously quoted that caught my especial attention were these. They should be printed in letters of fire.

"We have been trying to increase the radius of efficiency of our representatives by making them strong and true men, believing with Sheldon that success is based on profitable business, profitable business on confidence, confidence on personality,

and personality on character. We have met with gratifying and marked success."

There is an old Latin proverb, "Experto credite," "Believe one who has tried," which should be convincing; for experience, either personal experience or the experience of another, is the very best guide that one has in this life for one's conduct.

If the field men of one great life insurance corporation can increase their efficiency by adopting Sheldon methods, is it not reasonable to believe that other men and women in the same line of work and in all fields of endeavor can increase their efficiency as individuals, making themselves of greater use to the world, by making the desire to serve, to the end of mutual benefit, their motive power?

I think the conclusion is almost irresistible, don't you?

### Five Seed Thoughts

Thank God if you are a genius, but know, that, if you want talent, you must work for it.

The Prodigal Son "came to himself." Probably his conscience whistled him in.

The wireless and the horseless were not born of the thoughtless.

Great thoughts are born of concentration.

Two bootblacks were calling for customers. Each used four words. One said, "Black your boots here," and the other said, "Get a Sunday shine." One got more business than the other because he thought.  
—W. N. Hull.

The man who has a great ideal and sacrifices everything to it, while he may not win the popular applause that the man does who can forecast the wind and set his sail for the breeze, has the true elements of greatness and is the real benefactor. I would not underestimate the great service of the mighty opportunists—like Gladstone—but I would extol, almost to the point of hero worship, the man who lives up to Lincoln's declaration, made when he was thirty, which guided his conduct with reference to the prevailing power of his day: "Broken by it I, too, may be, but bow to it I never will."—Simonds.



*Extracts from the Actual Correspondence between the Sales Manager of the Geo. F. Eberhard Company, San Francisco, and a Live Organization of Business Builders*

*Mr. Eberhard is no stranger to the readers of the Business Philosopher. He is a young business leader in the great and growing West who has been giving us the benefit of his experiences, observation, and study for over a year. A brief account of Mr. Eberhard and his work appeared in the Business Philosopher for April. So much for the personality behind this new department. As for the material to be used, I believe that it is unique. The actual letters written by Mr. Eberhard and his men, hot from the forge, will give us the lessons learned from real conditions, the solution of real problems, the working out of real policies and their actual test in the field. This month's offering gives you a foretaste of the good things to come.—*  
*Editor's Note.*

### Lessons from Boy Salesmen

*Being Part of a General Letter to the Sales Force*

I HAVE on my exchange list a small monthly publication issued by the circulation department of the "Saturday Evening Post," called "Our Boys."

It is sent out to the youngsters who, in almost every city, town and hamlet, sell the "Saturday Evening Post." After reading the February issue I want to make some comment.

One feature of this little publication is the printing of letters from youngsters telling about their work, troubles and success. It is unfortunate that I do not have enough copies to send one, to each of you with this bulletin.

#### "Out of the Mouths of Babes"

So runs the Scripture. Candidly, these youngsters relating their experiences unconsciously confirm all of the basic principles of salesmanship as arrived at by the business philosophers of our time.

For instance, these youngsters average from six to fourteen years in age; the majority, I gather, between the years of eight and twelve, and they use a card index that is furnished by the publishers to keep in touch with the prospects and the regular buyers of the "Post."

Think over that for a minute!

Judging from the letters, they have a better appreciation of how to handle the detail of their work than 50 per cent of the full grown men that are traveling today.

These youngsters tell in their letters how they find it pays to start to work early, to keep busy on the days that they have the "Post" and to cut out play. They bring out the feature that it pays to be courteous, clean and, above all things, enthusiastic.

They tell how they have made customers by keeping after them week after week; how they aim to get and hold steady customers. They tell how they read each issue of the paper so as to locate appropriate articles to show to the lawyer, the doctor, the business man, housewife, etc.

It is certainly an inspiration to read this little publication every month. It confirms my belief that it is part of the cosmic law to have these very principles in mind. Otherwise, they would not come to the surface naturally in the minds of youngsters who cannot yet have become students of business philosophy.

Now to ourselves, the principal thing for each one of us to do this year is to get the new work well in hand, to feature the lines that are not selling at their best and the ones that we must make records on. In other words, do as these youngsters,—learn

the stories and present them to the people in the right way, to get new customers and to increase our old customers' purchases.

I know that if each one of you will study all the possibilities and get all of the selling talk clearly in mind that you can become so interested in your new lines that you can sell them just as readily and at more profit to yourself than you can some of the items that you are selling right at this time.

It will not interfere with your sale on the established lines if you will treat the trade that you now have established properly and feature the advertising, selling talks, helps and ideas that will come forward from month to month.

#### **Your Efficiency is Entirely in Your Control**

Your time and effort are under your direction. No matter what I tell you, I cannot make you do even the things that are best for yourself. That is up to you.

Now then, if thousands of youngsters can analyze their work and sell the "Post" and the "Ladies Home Journal" and build up a business, we have very little to brag about if we do not succeed in doing a little better business and rendering a little better service than the majority who are in the selling game, considering our broad experience and opportunities.

Each salesman's territory must, from now on, average up better than it did last month. Last year's sales are not cashable this year. Make a better record. I am here to help you to help yourself. That is all I can do and I am not going to get into unnecessary argument. Everything that you have to sell can be sold. Others are doing it in your own organization.

You must continually study and systematize your work as the youngsters selling the "Saturday Evening Post" do and get the results on every item and at a profit for yourself and the house.

#### **The Salesman and the Credit Man**

Acknowledging your personal of the 21st talking on the subject of our credit system.

I appreciate your writing me this well-founded complaint and compliment you on the tone you take in sending it in.

I am going to go into the matter a little

lengthily and discuss it with the object of clarifying my own mind as well as get the proposition clear between us.

There is no question that one of the hardest problems, one of the most disagreeable features of business is the fact that we must, to survive, do business at a *profit*. This is a rule that works from the bottom of the organization to the top and through the organization as a whole. It is a rule that guides our customers, or should guide them and it is the guiding rule, or should be of our principals.

Now, when it comes to doing business at a profit it brings out that disagreeable feature at times that each part of the work must pay for itself. If it does not, we have to wrestle with it until it does. You know from your experience, and I can assure you that from mine, it seems to be a subject, this profit and earning problem, that continually confronts us. If it is not from one angle it is from the other.

For the man who is trying to make the business pay it sometimes is the cause of a great deal of friction, unless each unit tries to study the correspondence or conversation in the light of what is best for the business and what we are after finally—the profit.

Experience shows us that success is due less to ability than to zeal—enthusiasm.

The winner is he who gives himself to his work; who lives in it.

A man may possess talent, even genius, he may be ever so brilliant and clever, may be popular and entertaining but, if he lacks the divine spark, the vitalizer of human energy, he will never achieve anything of importance.

Now then, the problem is to do business at a profit, to render service and, at the same time, do it in a way that will enable everyone connected with the organization to be enthusiastic.

The credit department has a grave responsibility. It must make a showing in small losses at the end of each year. That puts it on the defensive, as it were, while our sales and advertising departments are on the aggressive. Our credit man, I feel, has done exceptionally well in his department. I know that you feel the same toward him and if he made one or two

mistakes it is but natural. We all have to make one or two to be human.

Of course, there is no need of repeating the mistakes, but it seems to me that it is unfair to ask any one man in a business such as ours to have all of the responsibility in accepting and rejecting orders taken under our credit rules and system.

The order represents the work of the salesman, it represents the good will of the house and our principal. So in future we will endeavor to help our credit man, and at the same time help you and the other salesmen by having all orders that are to be turned down under rules 1, 2 and 3 submitted to the treasurer and to me, as sales manager, in conference with the credit man.

Then, if an order is turned down, you will know that at least three of us have discussed it and that it has received the attention it deserved after you took the order and went to the time and effort and incurred the expense. The sales department will be protected and the financial part of the business will have had an opportunity to give voice to its opinion and the credit department will not stand alone as it has to now.

### Sincerity and Candor in Salesmanship

*An Extract from a Letter to a Salesman who had Called in Question the Sales Comparison*

In my study of business philosophy I have become firmly convinced that the basis on which a business must be built is that of mutual benefit. To build from the foundation of mutual benefit it is necessary that you work in accord with the law of harmony. In order to work in accord with the law of harmony, you and the other fellow must be sincere.

I will admit that some kinds of salesmanship, as it is practiced today, wink at the use of selling stunts or tricks. This attitude of excusing little misstatements or errors of omission or commission is liable to permeate the entire organization and possibly, on the surface, not seem to cause any harm.

But it is wrong! It is absolutely necessary that we should all be honest and sincere in the little things—the details, as well

as in the fundamentals and the large things—the big deals, as it were.

I am willing to concede that it may take time to bring this about. None of us is perfect, but we are all perfectible.

Now then, to help one another in the organization to build the organization, it is vital that each individual should be free to compliment or criticise from a business standpoint anyone else in the organization. In fact, that is what each one of us should ask of the other. And if at any time figures that I use look to you, or to anyone else around this institution, not to be correct, be frank and candid and say so.

You will find in 99 44-100 instances that I am loaded and have something to back up what I say. It will be a good thing to spring the trap once in a while and find the load of bird-shot, because it will give you more confidence in what we are trying to do. It will also keep you from getting in that attitude of mind that is apt to occur if one has suspicions against another and does not give voice to them.

A chap loses all his confidence in the other fellow and all at once he loses it in himself, for in life it is a case of taking out what you put in. If you deposit the right kind of thought and effort you get back the right kind of interest. You cannot put sand in a savings bank and draw out money.

### About A Specialist Pacemaker

Your reports on Mr. Hustler are pleasing indeed. There is no question that it is a good stimulus to have a live wire like Hustler come across our horizon.

The thought that impressed me as much as the above is the way that all of our sales force have said "Hats off" to Mr. Hustler. That, in itself, shows that we are all naturally inclined to be broad-minded and willing to admit the good in the other fellow.

I know that you are a salesman and a good one and that the other boys are the same, yet everyone of them, up to this time, have admitted, without hesitancy and just as frankly as you have, that the special work of Mr. Hustler in their territories was not only a big help but a revelation to them. They say that he was a good sales-

man and in spite of any little faults, he showed them many ideas of approach and closing.

There is a principle involved that I like to contemplate. It is one of my favorites and that is that example—the doing of things—is the best sermon that any man can preach. In other words, Mr. Hustler came heralded as a “cracker-jack” salesman, a specialist, an artist in his line. He could have gone through the Coast, helped each one of you, showed you all of these little ideas of approaching the proposition and closing the business just as well by preaching but, not as effectively as he did by example.

When you saw him taking the orders, and big orders and in goodly number, you realized that what he said and what he did merited consideration and that it was up to you to adopt these ideas so far as you could do so, your temperament and his considered.

It is the feeling that he has done the thing that we all admire. It is in the doing of these things, their accomplishments, that we get our own satisfaction. In that respect, Mr. Hustler is a true salesman. He enjoys it and does not hesitate to throw his whole vital force and enthusiasm into the day's work. The result—well, you have seen the result in your territory and it has been no different from any of the others.

I am glad to hear you recommend that we make your territory oftener, particularly, as you volunteer this idea. It is a sure sign of growth when we have to get around oftener to get all that is coming to us. It shows that you are going to do more and get closer and overlook none of the possible business.

### Criticising a Salesmen's Bulletin

When I started to read your salesmen's bulletin, Doe happened to be in the office and I expressed myself to the effect that, somehow, it looked as though you did not appreciate that the days of slave-driving were over.

While I realize from my own experience, that it is hard to overcome this hereditary influence that has come down to us through the ages, it seems too bad that, in your

organization, you could not make an extra effort to overcome that tendency.

Of course, you know my opinion on the first paragraph, the famous schedule, wherein you hold up in the limelight the unfortunate who is not making a record and whip him publicly every week by comparing him to the fellow who is on top.

Doe asked me if I believed in the whipping-post, in the burning of witches and that sort of thing and, of course, I answered “No.”

This all leads up to my thought on which I went into detail with him—that comparisons should be made to individual salesmen and should be personal. One man should not be mentioned in a general bulletin, except occasionally, in comparison with another. If you want to compare one man with others, write a personal letter or a letter that looks personal if you cannot find the time to write a personal letter. But to make it a matter of public record, continually whipping or driving the fellow who doesn't happen to be on top, in a public manner, as it were, surely cannot make him feel that he occupies a very high place in your estimation at the office. It belittles him in his own mind and while there are a few fighters who might try and get to the top just to show they could, the majority will not be able to do so, even if they try, as a result of this comparison.

Then, again, I question whether it does the man on top a great deal of good. The less you puff him up in public, the better it is when it comes to the detail of his work. Occasionally it is all right, but to do it every week is fundamentally wrong.

From my viewpoint, the bulletin should be helpful. It should be general and specific, as different items of interest or information demand. Occasionally a competition race for a given period of a month is all right. It would not give a fellow's whole year's history to everyone else. After that *play* was over, some other game could be started or the men could go back to work in the regular way.

The attitude that should be assumed toward the salesmen is that of friendliness and a desire to help them. Someone ought to be interceding for them, as it were, with the house and helping them to overcome their difficulties.

My general conclusion is that there is too much apparent surface indication that the house is defending itself against the salesman and naturally he has to defend himself against the house. He will do this consciously or unconsciously and the fellow who is doing these things unconsciously is the one who raises the merry deuce with you and his work.

### Cover the Territory

*From a Letter to a Salesman who "Jumped"  
His Route—to Get to a Better Field*

I like to get letters such as yours. I like the way you have of coming right down to the ground and stating what you think and what you don't think, what you can and will do.

I want to see you make money and, of course, the company wants to make a little something. You have the experience, the knowledge, and the appreciation of what can be done and how to do it. The thing is to cut out special trips, cut out jumping around and get right down to a systematic basis of covering your territory completely, taking in everything thoroughly and adding some good names to our list of customers every day.

Don't pass by anything, work systematically and carefully and count on me to do everything I can to help you at every stage of the game, but I do look to you for prompt and conscientious co-operation.

### Truth Not Always Pleasant

*From Another to the Same Man  
After a Detailed Explanation*

There is just one thing that I cannot get away from. That is, how, in Sam Hill, a man in my position can get any of you good fellows that are out on the road into action and writing good letters back, taking care of every possible customer, looking after every line and every item in that line, taking care of yourself, sending in daily reports and helping in every way to earn more for yourself and for the house, unless occasionally I make a psychological impression that is not one to create a *joyous mood*.

You have known me long enough to realize that I am the first fellow to extend the glad hand and cheer along the fellow who is doing his part, but I am not so

constituted as to cheer when the other fellow is lying back in the traces, or, for some reason, or other, is hurting himself.

I certainly appreciate one thing that you do. I wish the rest of the boys, including some of the members of the firm, would be as quick and as frank to come back in reply to my correspondence and let me see if the roses, or the brickbats really landed as they were intended to.

My best, ———, and I hope to get a route sheet showing you are covering everything in sight on your way back through the Valley.

### Study Failures, Too

*By Glenwood S. Buck*

I HAVE often thought," remarked an old commercial man, "that too much attention is given to successes and not sufficient to failures.

"I do not mean that we ought to brood over our failures, or exhibit them for the inspection of others, but it certainly seems to me that if a man studies the causes why he or other men have failed in anything they set out to do, many a useful lesson can be learned.

"Most successful men are willing to give explanations of their success in life. Few if any of them are ever tempted to dwell upon the little slips and blunders that they, like the rest of the world, must have made on the road to success. Yet such a record would be invaluable to young aspirants.

"I would not only teach them how to avoid failures, but would console them by showing how others failed before them, for the career of successful men has seldom been an unbroken succession of triumphs."

I tell you the most hopeful thing in all our black world is the faithfulness with which the vast majority cling to life in the very teeth of adversity and despair. All honor to those who stick it out. We do not register it in the annals of greatness, but more people show heroism in living than in dying.—*Mary Music*.

As for methods, we can never be sure what is going to work until we experiment. As for principles, we know before experimenting that justice, truth, and beauty are sure to work.—*Mary Music*.

# Honesty as a Factor in Salesmanship and General Prosperity : *by* J. E. Bullard

A FEW years ago I had occasion to visit New York city several times. Each time I passed a sky-scraper which was in the course of erection. I noted the care and thought expended on the structure from the foundation up and how thoroughly everything was done. It seemed that the building was designed to last as long as the native rock forming the base of its foundation.

The following winter I read Ruskin's *Seven Lamps of Architecture* and was strongly impressed by the chapter on honesty.

A few more months found me in Chicago. Walking down the magnificent Midway I entered Jackson Park. There for the first time I saw the ruins of one of the buildings which graced the exhibition grounds during the Columbian Exposition. This building was not twenty years old, yet, when viewed from a distance, it reminded me of the ruins at Rome and Athens. As I came nearer, however, and saw the lath sticking out where the plaster had fallen away a feeling of disgust came over me. The words of Ruskin came rushing into my mind and I could not help comparing the results of honesty with those of dishonesty and deceit.

## Do You Make these Mistakes?

How well these two classes of buildings illustrate the relative success of the honest man and the dishonest man. Nevertheless, in the face of all this we often hear such expressions as the following: "You cannot do business honestly!" "You cannot sell goods and tell the truth!" I however, cannot recall hearing a single person who could be called truly successful use them.

All the truly successful men I have ever talked with, or ever heard talk, preached honesty.

I find the biggest companies and the largest business houses, as a rule, the most honest.

The most successful men have been the greatest preachers of honesty. George

Washington is spoken of the world over as the man who could not tell a lie.

Benjamin Franklin to whom Philadelphia owes nearly all that is lasting and good in her was a great preacher of honesty.

No new movement has ever prospered and grown strong that did not build its doctrines and principles on honesty.

"Honesty is the best policy" is a very old adage, but, as I said before, there are some people who still take exception to it.

Honesty in business may be best defined as fairness in dealings. Our adage then reads, "Fairness in dealings is the best business policy."

The public demands fairness in sports and war. Why should not business be considered on as high a plane as athletics and the army or the navy?

At one time it was considered degrading to take up business. Honor in business was then unlooked for. Now honorable men can enter an active business career and lose none of their honor or prestige. Why then should we not expect to find fairness in business?

## Honesty and the Public Welfare

I will consider honesty as a factor in selling under what I believe to be the three most important heads:

First: truthfulness, that is, telling nothing but the absolute truth.

Second: one price, that is, using all alike and never discriminating.

Third: presentation, that is, showing your prospect the very best use he can make of your goods.

First, in regard to truthfulness.

In a way the salesman is under oath to tell the truth. If a witness in a murder trial should cause the conviction of an innocent man by telling nothing but lies every one would consider him worse than the real murderer.

The salesman is trying to get his prospect to give up something that by many is considered of far more value than life itself

and to obtain which many men will lose their lives. In other words he is trying to get them to give up money.

Why then isn't the man who will tell even the smallest lie to sell goods as bad as the man who causes the death of an innocent man by false testimony.

As a matter of fact the untruthful salesman is just as dangerous and not quite so respectable as rats in the hold of a large wooden ship loaded with passengers. He is burrowing holes in our *great* craft of credit upon which depends the livelihood and the very existence of our ever-increasing population. Any damage done to the country's credit will cause far more suffering and distress than the death of one man possibly could.

Second, consider one price.

Have you ever attended a baseball game when the fans thought the umpire was favoring one side at the expense of the other? If you have you have seen the effect of having more than one price.

There are many people who buy certain brands of goods simply because they know that no matter where or from whom they buy them the price will always be the same. This is possible because there are several large firms who will sell their goods to the retailer only on the condition that they be sold to the consumer at a certain fixed price. These firms are growing rapidly and are far more prosperous than they were before they controlled the retail price.

I know a man who paid a far higher price for an article because one firm quoted him a price and stuck to it while another quoted him several prices.

It does not seem fair to me to have to help pay, against my will, for what my neighbor buys. That is what I am doing if he buys the same goods in the same quantities at a lower price than I can and we both buy them from the same firm.

One price is a great aid to the salesman. When he does not have to haggle over the price it will not take so long to make a sale. He will then have time to get business from people he otherwise could not reach and will soon establish for himself and his house a very enviable reputation for honesty and reliability.

Now comes the third and last head—presentation.

Some people have the mistaken idea that honesty in salesmanship means telling all the bad things about your goods.

Honesty is fairness in dealings. Would it be considered right or fair for a base ball player to go up and tell the opposing pitcher all the balls he could not hit? I believe it is just as dishonest to fail to put up the very best selling talk of which you are capable as it is to tell an absolute untruth.

The requisites of a first class selling talk are knowledge, judgment and enthusiasm.

The salesman must first know all about his goods, all the ways in which they can be used and how they are superior to any others on the market. He should have judgment enough to present to his prospect those points which will interest him most and sufficient enthusiasm to inspire in him something of his own faith in the goods. He knows that any one thing he buys will meet only a very few needs. It is useless to tell what your goods will not do and it takes far more time to tell their defects than to tell their virtues. The only thing that counts is what they will do. All that any man who buys your wares really wants to know is what they will accomplish for him. The only way you can be fair to him, to yourself and to your employer is to tell him truthfully what they will do.

When preaching these good points be sure to use judgment.

A man who is going on a bear hunt and is a prospect for a gun will hardly appreciate a long discourse on a twenty-two-calibre target rifle if he knows anything about guns. Should he be ignorant of guns and you succeed in selling him a twenty-two calibre rifle he will have a poor opinion of your honesty when he fails to stop his bear.

Be sure first of all to discover the exact needs of your prospect. Then show him clearly and concisely how your goods will meet his needs.

Nothing is really sold till the buyer is satisfied. If your article has merit and you present your case with sufficient knowledge, judgment and enthusiasm every one of your customers will be satisfied. If they are not there is room for improvement in your selling talk.



If you are perfectly fair in your dealings your customers must be satisfied. Dissatisfaction is due to actual or suspected unfairness—in other words, to dishonesty. No first class presentation will leave an opportunity for such a suspicion. If after the goods have been delivered there is a suspicion you have been dishonest to someone.

#### The High Office of the Salesman

The salesman is the man who stands between the consumer and the producer. He is the link that determines the prosperity of them both. He should be the strongest, most trustworthy and most honorable man in the community. Far more depends on what he says or does than depends on the speech or action of any other man.

We must have a means of bringing the consumer and the producer together and this means must be one benefiting both parties.

Untruthfulness, various prices and poor presentation in selling are as dangerous to business as infected drinking water, yellow fever and the hookworm are to a tropical

army camp. They greatly lessen the efficiency and make it impossible to overcome any great opposing force.

If we could only have absolute honesty in selling we should have no more business depressions. All of them have started from the discovery of dishonesty and the universal suspicion of more dishonesty.

Honesty inspires confidence. It is only when there is a lack of confidence that we have a business panic.

If all salesmen would tell nothing but the truth, have absolutely one price and give the best possible presentation of their goods they would do the country as a whole far more good than can all the lawyers, doctors and ministers.

Any individual salesman who will take honesty as his policy, though his success may not at first be as rapid and spectacular, will find it far more substantial than the grandstand success of his more irresponsible brother. When that brother's flimsy structure is falling into ruins the steel and stone of his will be towering high into the sky and he will be successfully accomplishing greater and greater things.

## Daylight Plus

By FRED RIGG

**S**OME ARE born great; some achieve greatness.

Napoleon Bonaparte belonged to the latter class and achieved his greatness largely because his dictionary differed from other men's. It did not contain the word "impossible."

Think of it, salesmen, and then go out and take your orders.

The greatest difficulty with most of us is to "add sunshine to daylight; to make the happy, happier;" but like all other difficulties, it will vanish if we determine to be "always cheerful."

Do you know Mark Tapley? Charles Dickens found use for him both in England and the States. If you would care to be always cheerful, make his acquaintance.

I once had the good fortune to be sitting with my friend Amos, when a traveling man who called on him weekly was ushered into our presence. Amos was a

large buyer and good for his cheque dead on the nail.

"Come in," cheerfully exclaimed Amos, "I'm downright glad to see you, though I'm sorry there is no order for you today."

After a sunshine chat, the salesman received as a send-off, "I am always pleased to be in when you call; you always do me good."

"Yes," continued Amos, "that man is a genuine optimist; without the slightest effort, possibly without knowing it, he adds sunshine to daylight and makes the happy, happier. I am eternally wanting to give him big orders."

The "Shepherd of Hermas"—which may be considered the "Pilgrim's Progress" of the second century—states: "Put on gladness, which hath always favor before God. For every one that is glad doeth the things that are good, and thinketh good thoughts, despising grief."



### The Training of a Professional Man

**W**HEN I am in Chicago, I usually spend my Sundays with Watson.

Now Watson is an old friend and school-mate of mine, and it is interesting and delightful to visit at his cosy house for several other reasons. But I get something at Watson's that I don't get at most of the other places I visit—and that is scientific instruction. Of course I try to learn something from everyone I meet, because, as Emerson says, every man is my master in something, but with Watson it is a little different.

It's this way. Watson is an electrical and mechanical engineer. At the same time he is in love with his work and can talk so interestingly about it that most novels seem dull by comparison.

Watson holds an important position, requiring great technical skill and considerable inventive genius, with one of the biggest corporations in the world, and he gets all kinds of fun out of his work. But, even at that, he does not get all the work he wants, so he has a little hand-made laboratory and workshop at his home. And I like to go into it with him and watch him work—and hear him talk about electricity, mechanics, acoustics, hydraulics, and a lot of other intricate little 'ics.

#### The Trained Senses of an Engineer

As I was watching him and listening to him not long ago, I began to wonder what would happen in the business world if those who aspired to business careers were to demand of themselves and of one another the training that this engineer seems to think essential in his profession.

Watson shows his training in a hundred ways. First of all and fundamental, there

is sense perception. Watson didn't think that he was ready even to begin his studies of engineering until he had trained his senses to a delicacy and accuracy that is almost undreamed of by the ordinary business man.

First, the eye. Watson can measure distances with his eye more accurately than the untrained man can with a rule. I had him tell me the length of some short lines I drew on a sheet of paper. In twenty trials, his average error was about one-eightieth of an inch. Then I had him draw for me lines of various stated lengths, measuring with his eye. His average error on twenty trials was one sixty-fourth of an inch.

Then the ear. One of his feats was with two telephone lines in an engineering laboratory. The two lines were each about eight hundred miles long, but were so arranged that their length could be varied by the experimenters.

Watson went into a sound-proof booth and put a receiver to his ear. Then one of his assistants spoke to him over first one of the wires and then the other. Watson indicated by a push-button which was the longer wire. The difference in length between the two wires was reduced until it was only one-half mile. And yet Watson never made a mistake in detecting the longer wire.

I tried him in measuring time by the ear, and on thirty-second and one-minute periods, his average error in twenty trials was about one second.

When he listens to a dynamo, motor, steam engine, or gasoline engine running, his ear detects the slightest flaws in adjustment or lubrication.

These are only a few of the things that I have noticed about the way this young

engineer has thought it necessary to train his senses in order to succeed in his profession.

#### The Mental Training of an Engineer

Now here is something about his intellectual processes. One of the most important is reason—the detection of similarities, identities, differences, and relationships.

One of Watson's favorite pastimes is the solution of abstruse mathematical problems—the tougher they are, the better he likes them.

Another pastime of his is to repair complicated machinery that has developed an unexplained balkiness. Over and over again I have known him to set some mechanism going as steadily as an old bachelor's heart, after several "practical" men had failed to accomplish anything.

On one occasion, one of these "practical" experts had been doctoring a gasoline engine that had sighed once or twice, smiled faintly, turned over, and died. He had taken the thing to pieces, filed, rubbed, oiled, readjusted, turned all sorts of little thingumbobs, put in new spark-plugs, renewed the batteries, pounded his thumb, broken the third commandment, got grime all over his facial geography, torn his garments, and finally verbally and emphatically consigned the adjective engine to eternal perdition.

Then they sent for Watson.

After hearing their pitiful story, and having them make one attempt to start that engine, Watson told them that one of the reasons their engine wouldn't go was because their gasoline tank was half full of water. And it was even so. Watson had reasoned it out by a process of elimination.

#### An Engineer's Memory and Imagination

Another intellectual quality is the memory.

In his calculations, Watson has to use many formulae—many of them long, complicated things, full of coefficients, compound fractions, pot-hooks, and turkey tracks. But, whether it's the force of a water-fall, the carrying power of a wire, the heat-units in a pound of Lehigh Valley coal, the explosive power of various grades

of gasoline, the strength of materials, the cost of twenty-five miles of six-hundred-pair underground telephone cable, the resistance of a certain soil to earth-currents, the rate of electrolysis in a cable-sheath carrying a certain amperage of current, the horsepower of a water motor, the atmospheric resistance to an automobile of a certain size, traveling at a certain rate of speed, with the barometer at a certain mark, or ten thousand such things, he always has just the formula he wants right at his finger tips. He knows them better than most business men do the telephone numbers of their best customers. That's just one example of Watson's memory. I could give you hundreds.

Then about imagination.

When Watson went to work in his present position, the firm was doing a great deal of field-work. One of the processes required several big and heavy pieces of apparatus. That meant that the company had to keep a wagon, two horses, and a driver in commission all the time, in addition to the engineers, carrying the apparatus.

Watson made a new combination of two or three ideas in his mind, spent an hour or two in the laboratory, and came out with a little instrument in his coat pocket that did the work of all that bulky apparatus—and did it better.

Here is another: One little attachment the company used by the million was constantly giving out and having to be renewed, at a cost of some tens of thousands of dollars every year. Watson made one little change in the shape of two of the pieces. After that, the attachment lasted indefinitely. And there will be a bigger dividend for the stockholders of that company, as the result of Watson's imagination—his trained imagination.

Here and there I find a business man who has trained himself as carefully and as broadly for his work as has Watson for his. And when I do, he is always a master—always occupying one of the seats of the mighty—always doing the thinking and the remembering, and the imagining—always supplying the faith and the courage, and the enthusiasm—always furnishing the initiative, the enterprise, the action—always

seizing the opportunity for hundreds or thousands of other men who have not taken the trouble to develop themselves to so marked a degree.

### Some Different Advertising

**D**OWN BALTIMORE way there is Frank D. Webb. He is the advertising manager of the Baltimore News and the secretary of the live advertising club of the Maryland metropolis. And I took a couple of pages in my order book to write out my impressions of Webb, all because he laid out and wrote several clothing advertisements that attracted my attention.

It is because advertising is so closely related to salesmanship that, as a dutiful salesman, I am always studying ads and looking for pointers. So when I ran across the Hamberger publicity in the Baltimore News, I got into a sitting posture and began to survey my surroundings.

First of all, these advertisements have that indefinable admixture of printers' ink and white paper that makes them attractive to the eye—something all too seldom accomplished in the big full pages, half pages and quarter pages, rich in bargains, used by the big stores. It is hard to get when a man has hundreds of articles to advertise, giving pictures and prices. But Mr. Webb has done it.

Then again, in some of the announcements, I noticed a unique use of illustrations. In two overcoat ads, for instance, the border is made up of half-tones from photographs of well-dressed men, in overcoats, each from two and a half to three inches tall. This is striking and bound to attract attention.

### Why is a Good Ad?

Looking still further into the workmanship of the advertising, I found good selling talks—presentations of values that would create desire and stimulate to action—positive points persuasively put.

Now all this would be the merest assumption of knowledge on my part if I didn't happen to know that the ads pulled—that they helped the salesforce, the buyers, the financial department, and the chief executive of Hamberger's to sell the goods advertised. That is the only test. An advertisement might be the combined effort

of a Rubens, a William Morris, and a Shakespeare—if it did not sell the goods it would be punk—as an ad. Or it might break all the rules of art and rhetoric, and if it made a freshet in the cash receipts, it would be a good ad.

Just the same, I think Mr. Webb's good advertising would be more effective if he were to eschew the stereotyped and psychologically weak "we."

"We are pulling off a great final sale."

"This is our final sale."

"We feel convinced."

"We mean simply to mention—"

"All around us are men who have taken advantage—"

"Here are the Hamberger overcoats we are selling this week."

"Our big 6-day discount price carnival."

"Tomorrow morning we inaugurate."

Just to judge other people by myself, I should say that the plans and purposes of the Hamberger store would interest them very little, but the headline, "You can buy a real fifty-dollar overcoat for thirty-five dollars," would get them all excited. It would appeal instantly and powerfully to one of the strongest motives that ever sent a man rushing to a merchant with his hands full of money.

### Making Money in the Printing Business

**S**AD-EYED men with long, drooping mustaches have solemnly informed me that it is impossible for an honest man to make money in the printing business.

In the course of more years of wanderings with sample cases than I should care to admit, I have encountered some very intelligent tourists—guests of the railroad companies—who have ascribed their wanderlust to the unprofitableness of the art preservative as a commercial pursuit.

### Why Some Printers do not Make Money

All this is very easily explained. Properly encouraged, any one of these ill-used disciples of Gutenberg will tell you that the printer is a manufacturer, all of whose jobs are specials. That is, while the man who makes shoes chooses a certain number of designs for his season's run, and makes a product that will sell in the general market, the printer has to depend upon special

orders from his customers, and unless the man that orders the goods takes and pays for them, they are a total loss, as no one else can use them.

Then again, your melancholy informant will tell you, practically all work has to be done in a rush, so that there is much loss from spoilage, overtime, shut-down machinery, express charges, and other expensive luxuries demanded by haste.

If your man's grief is fed by sympathetic listening, he will tell you of profit-dissipating alterations by proof-readers, editors and authors; of hundreds of leaks, through waste of time and material by careless employes; of bills that could not be collected—a sad plight for the printer, because there is no use taking back the goods—of orders canceled after stock had been bought for them, of the rapid wear and tear on type and presses. It's a long and pathetic story. You will be moved to pity.

"But," you will inquire, remembering some other lines of business that suffer from spoiled goods, bad bills, and the wear and tear on equipment, "Why don't you make the consumer pay for all these things? Find out what your loss is, on an average, in such ways, and load a certain percentage of it on every invoice you send out."

Go ahead—just make that suggestion to the pessimist printer—and then you will hear something something. "Gr-r-r-r! D—! ?—?—!—! —\*—?— — fool competitors! Cut throats! Robbers! Liars! Body-snatchers! Scabs! Blacksmiths! Washerwomen! Pirates!"

Now the tale is no longer pitiful. It's tragic!

#### Two Ways of Figuring Costs

The trouble is, as you finally manage to learn, that it doesn't take very much capital to get a start in the printing business. So a good many get a few stickfuls of type and a second hand press, set up shop in some hole in the wall where rent is cheap, then go out after orders. And this is the way they figure costs, according to the aforesaid gloom-glued men:

"It will take two hours to set it up, and I pay my compositor twenty-five cents an hour. Fifty cents for composition. It will take three hours to run it on the press, and my pressman gets thirty-five cents an hour.

A dollar-five for presswork. Total, a dollar fifty-five. The stock will cost me a dollar, so the total cost will be two dollars and fifty-five cents. I will add two dollars for profit and do the job for four dollars and fifty-five cents."

Two dollars profit! 'Now that's pretty good, isn't it?

But wait a minute, the sad-eyed man implores you, and hear how that job would have to be figured, even on the ridiculous basis of twenty-five and thirty-five cents an hour, if any real profit were to be made on it:

Composition, two hours, at twenty-five cents an hour, fifty cents.

Distribution, one hour, twenty-five cents.

Taking proof, fifteen minutes, seven cents.

Making alterations, half an hour, thirteen cents.

Locking up, half an hour, thirteen cents.

Make-ready on press, one hour, fifty cents.

Running on press, pressman and feeder, three hours, at eighty-five cents, two dollars and fifty-five cents.

Jogging up, half an hour, twenty-five cents.

Wrapping, marking, and delivering, one hour, twenty-five cents.

Total for labor, four dollars and thirty-eight cents.

Stock, one dollar.

Ink, twenty-five cents.

Ink on proof press, two cents.

Wrapping paper, twine, marking ink, and label, five cents.

Total material, one dollar and thirty-two cents.

Now add to the labor cost one hundred and ten per cent of that cost to pay salaries of foremen, superintendents, manager, office help, janitor, watchman, driver, porter and salesmen; also light, heat, insurance, rent, spoilage, bad bills, advertising, taxes, charity, chamber of commerce dues, campaign contributions, entertainment of customers, popular subscriptions, depreciation of plant, legal expenses, and incidentals and sundries. That brings it up to eight dollars and twenty cents.

To the flat cost of material add fifteen per cent to cover waste, expense of buying and storage, interest on money invested,

and stock-keeper's wages. That brings the cost of material up to one dollar and ninety-eight cents, which, added to eight dollars and twenty-cents, makes a total cost of ten dollars and eighteen cents, without one cent of profit. That means that the "kitchen printer" lost about five dollars and a half when he did the job for four dollars and fifty-five cents. The wise printer would add twenty per cent for profit and do the job for twelve dollars and twenty-two cents, thus actually making the two dollars profit that the foolish competitor thought he made. That is, he would if he got the job. But how could he get the job with the weak-minded opposition joyously offering to do it for seven dollars and sixty cents less?

"With that kind of competition," mourns your depressed wayfarer, "how dare we charge those things up to the consumer?"

#### How the Losing Printer Hurts Business

But you remark that you should think that the glad little fellow who does printing so cheap that he loses more on it than the total of his bill would soon be out of business.

Well, he is. But he has a certain amount of capital and credit, and some of the overhead charges are a little slow in descending upon their victim, so he hangs on long enough to make the presses of his suffering competitors squeeze out tears at every revolution. Then he drops under the wheel of progress he has been butting his foolish head against.

But the trouble is that by the time he is finally wiped painstakingly off the map, some other innocent appears on the scene and begins the melancholy little farce all over again.

#### Quality, Service, Counsel, and Salesmanship

That's why the wise printer fights shy of the buyer of printing who tells him that he will have to figure against competition. Instead, he either joins a combination to keep up prices, or establishes such a reputation for quality of goods, promptness of service, value of advertising and literary counsel, assistance in design, and general square dealing, that he attaches to himself a sufficient number of clients who simply send in their orders without asking anything about price.

I know a pair of brothers in the printing business out at Aurora, Illinois. I will call them Eugene and Burton G. Smith, because if you were to inquire for them at Aurora by those names you would be very promptly directed to their door. They own a little printing office that is by no means as small as it was a year or two ago. And they are in the printing business first because they like to monkey with type, presses, ink, and paper, and secondly, because they want to make some money.

These two brothers do not figure on jobs against the "kitchen" competition—or any other kind. Most of their work comes in from regular customers. But if they are asked for a bid on a job that looks good to them, they hold a little executive session in the office some night, after the help has all gone home. As the result of that session, Burton G. appears before the purchaser of printing the next day with what looks at first to be a finished specimen of the job he is getting figures on.

But such a specimen!

It makes the purchaser's mouth water. He forgets all about getting the other bids. He's just got to have the job done by these Smith boys, and it's just got to be done like that dummy. That's all there is to it.

"Well," says Burton, with a deprecatory smile, "it will cost you some money to have it done that way."

"I don't care if it does," says the purchaser. "It's worth it. What I want is printing that will pull, and this is it. I might save five or ten dollars on my printing bill, and lose fifty or a hundred or even five hundred dollars in results. You go ahead and get that up the way you've fixed that dummy."

Of course, it isn't always as easy as that, but Burton G. is a salesman as well as a designer and printer, and the dummy is a great help.

But the sad-eyed brethren never tried either combination, quality, service, counsel, assistance, dummies, or salesmanship. Their only way of getting business was to cut prices. It's a method that is happily going into the hell-box.

The new printer is a professional, selling his services rather than mere ink-smeared paper.

# Some Lessons in Advertising and Methods From H. G. Selfridge's Success in London

*For an American to invade conservative London and build up a solid, profitable business within a year is a business achievement worthy of study. No man ever does anything new and remarkable by a miracle, however. He simply finds a law that has been overlooked before, or He obeys old laws in a new way. No matter which, his success should be regarded by all other business men as the result of a laboratory test performed for their benefit—and at no expense to them. In the following brief account of the business and interview with Mr. Selfridge, taken from the London Daily Chronicle for March 15, we give our readers some interesting sidelights on this rare development of modern business building.—Editor's Note.*

**S**ELFRIDGE'S" is one year old today, and the baby, the biggest thing of its kind in England, is going on nicely.

A little more than a year ago, when the great hole in Oxford street was being filled up with the skeleton of a mammoth building people in this country heard the name of Selfridge for the first time. It began to be talked about in the newspapers, it began to appear—just one mysterious unexplained word—on boardings and in tramcars. People said to each other, "Who is Selfridge?" "What is Selfridge?" and there were many who could not answer the riddle.

Now, after a year, "Selfridge's" needs no explaining. It is an extremely big and obvious fact opposite Bond street station, and it is a fact which is faced very agreeably by thousands of people who stare into the picturesque windows of this enormous shop every day and by thousands who pass through its spacious floors.

## Modern Trade Romance

Selfridge's is certainly one of the romances of modern trading. We have seen nothing quite like it before in this country. For the first time in England a gigantic business has sprung up ready made. As a rule these vast establishments have begun with a little shop which has gradually absorbed other little shops into its being and grown year by year until it has become a big "concern." But Selfridge's was born big, a year ago today.

The founder of it, H. G. Selfridge, had big ideas and new methods. The English public became aware of that in many ways. They realized consciously or unconsciously that a new spirit of business enterprise had come to town by the way it was advertised.

Those advertisements were remarkable in their language. They were quietly persuasive. They were almost chivalrous in their courtesy. They appealed to the imagination and even to the emotions. They made the housewife feel that she was an exalted person with many noble duties. They made the family man feel that he was a fine fellow with a high purpose in life. They made the lady of fashion feel that it was almost a religious duty to be beautiful.

## Secret of Success

And they made every one feel that Selfridge's was watching his or her career, and had a peculiar and almost passionate affection for his—or her—individual welfare. Those advertisements, which still have their spell of enticement, were drawn up by a man of genius in the science and art of trading.

With that man—Gordon Selfridge—a "Daily Chronicle" representative had a conversation yesterday. Mr. Selfridge was busy as usual, alert as usual, and courteous as usual. There is something very attractive about the personality of a man who throws himself heart and soul into the business of his daily life and enjoys its drudgery as well as its excitement. That is part of the secret of Mr. Selfridge's success.

"This business," he said, "is the most interesting in the world. It affords the fullest scope for all one's mental activity, for one's imagination, skill, courage, endurance, and determination. What more does a man want to be happy?"

## Prophecy is Fulfilled

"The prophecy I made when I opened this business a year ago has been fulfilled.

I said that I believed there was room in London for a big establishment like this, which without damaging any previously existing stores would attract to itself a solid and successful custom.

"I was not wrong. So far from doing harm to our rivals, our advertising has, I am told, brought them more business, and at the same time, in one year, we have built up a trade which justifies all our expectations. We have taught people to take a new and increased interest in certain classes of the world's goods. We have appealed to their imagination, to their good taste, and to their instincts of refinement as well as to their pockets. We have shown them that Selfridge's supply most of the necessities and most of the luxuries of life at a price within their means.

#### "An Exciting Game"

"It has been an exciting game, with great stakes, and calling upon all one's best quali-

ties of nerve and brain. I answer you that this is not shopkeeping in the ordinary sense of the word, but an organization depending upon good generalship, wide knowledge, foresight, pluck, comradeship and an insight into human nature.

"I owe a good deal—almost everything—to my staff. They have been splendid, working with enthusiasm and esprit de corps, identifying themselves with the interests of the house.

"Although I am an American, my methods are not American. They are based upon experience in Japan, Australia, France and Germany, as well as in America and England. But this is an English firm staffed by English experts, and to their industry and their knowledge, and, above all, to their unfailing loyalty and courtesy, most of our success is due.

"We look forward to the second year with the confidence that comes from assured success."

## About Correspondence Schools

By E. C. PATTERSON in *Collier's Weekly*

I HAVE been asked to say something in this column about correspondence schools, and being a firm believer in legitimate correspondence schools, I am glad to respond.

Take, as an example, a young man without adequate education, starting out to earn a living. He will soon realize that untrained help can not make much progress. He may feel perfectly sure that he has latent ability and with special training would surely rise.

But the problem is to get the training with limited means and limited time at his disposal.

Twenty years ago there would have been practically no solution to this problem, but today a score of ways are open—through the correspondence school.

The efficient, honestly conducted correspondence schools are doing a wonderful work. They are transforming men and women with untrained minds and hands into ambitious, capable workers. They are adding many millions a year to the pay

envelopes of their students by increasing their earning power.

It is estimated that more than one million persons are taking correspondence courses in academic, technical and other lines. If they conscientiously perform their part of the work, they cannot help being benefited in some degree, except in cases where success is impossible without personal instruction or great natural talent.

I would, however, caution readers against correspondence schools which make exaggerated claims.

I would also caution them not to take up courses for which they are not naturally fitted; and I believe that when a course is begun it should be carried through to completion. Insufficient attention to these points has been a detriment to many students and to many schools.

Collier's is very careful to accept advertisements from only those schools that are conducted in a straightforward, business-like manner, and to schools of this character the Weekly gives its heartiest commendation and endorsement.





# The PHILOSOPHER AMONG HIS BOOKS

THE HOME—ITS WORK AND INFLUENCE—By  
*Charlotte Perkins Gilman. McClure, Phil-  
lips & Company, New York.*

The home is called the foundation of society, the corner stone of civilization, the cradle of all our virtues, and other such fond names, all of which indicate that, granting our homes to be all that they should be, all's well with the race, with society, with civilization, with our future. That being the case, this work of Mrs. Gilman is one of the highest importance.

What about the work and influence of the home, as it exists in the world today? Has it been true to its trust? Has it progressed with the other institutions of society? Is it progressing now? Are there any improvements possible that will increase its efficiency as the foundation of society, etc.?

First of all, if you read this book—and I should heartily recommend you to read it—you will have to examine all your notions of home, mother, peace, safety, comfort, sanctity, and other such terms that naturally cling together in your mind—examine them in the light of the facts—and see just how much they really belong together in the home—the average home—as it exists today.

The home, the author points out, is the place of the child—the basic reason for the home is the child. Incidentally, it is supposed to be a refuge from the toils, dangers, and distractions of life, a place of peace, quiet, safety, comfort, love, and inspiration for all the members of the family.

But how does the average home fulfil these conditions?

Is it such a place when the housewife is a prisoner in the kitchen, and compelled, in the crudest and most uneconomical way, to make the home a workshop of the industries of cooking, baking, dressmaking, laundering, tailoring, repairing, child-bearing and child rearing, and house-cleaning? Or when the lady of the house is a useless idler, producing nothing, and spending large sums of money on silly self-adornment and "entertainments" that are a weariness of the flesh and spirit, leaving the multifarious industries of the home to the cheapest, most ignorant, and most migratory labor in the community?

Is the home the place of our ideals when "home-cooking" is the most extravagant, poorly-chosen and unhygienically-prepared to be found

anywhere, because it must be purchased in dribblets by an inexperienced buyer, and cooked by a woman whose training for it has been balls, parties, French, music, and pyrography? Do you cry out against this desecration of the ancient tradition? Consider the disease and death rampant on account of errors in eating.

Is the home the ideal place for the child when fifty per cent of all children born die young and many who survive are weak and sickly as a result of maternal overwork, ignorance and incompetence? Most of the "diseases incident to childhood" are preventable.

Is the home a place of beauty when its furniture and decorations are almost wholly a matter of "style" and almost entirely divorced from any consideration of taste and fitness?

Is the home really a cradle of the virtues when the wife is what Elbert Hubbard calls a "door-mat," and therefore, of necessity, a liar and a coward? When even that holy thing "mother-love" stops with the mother's own child and has no broader social significance? When father and mother are absolute tyrants, to whom justice is a stranger? When either the father or the mother is a monster of inordinate selfishness, demanding that the whole machinery of the home be conducted for his or her sole benefit and in accordance with his or her fussy whims? When the mother is a creature of no sense of honor save that of chastity—breaking engagements, taking advantage of her traditional right to "change her mind," slandering her friends, spying upon her associates, nosing into the private affairs of her neighbors, clawing strangers at the bargain counters?

Is the home a place of privacy when the mother has never a moment free from the demands of her children, when grocers, butcher, bakers, old rags gatherers, book agents, and many others demand her attention, when the house is full of low-class people in the capacity of servants, when the parlor, the drawing room, the reception hall, and the dining room are built, not for the family, but for strangers who must be "entertained"?

What is the home influence on the child when the house is built and furnished as a workshop for the domestic industries and a place of public entertainment combined, with perhaps one room set aside as a nursery? When the mother must spend from twelve to eighteen hours a day in

cooking, baking, sewing, mending, washing, ironing, cleaning, and marketing? When the mother is "in society" and the child is left to the care of an ignorant and perhaps vicious nurse-girl? When children are dressed, not for health and comfort, but for show? When the child is fed in such a way that the annual death-roll makes the cruelty of Herod look like an innocent caprice? When thousands of children are burned to death, choked to death, killed and crippled in falls, poisoned with "soothing-syrups," drowned in washtubs, and otherwise injured and slaughtered by ignorance and carelessness, or the criminal inadaptation of the house and its furnishings to the needs of the child?

What of the ideal character of the home when its girls and boys, and its husband will not stay in it—when it has no attraction for them?

These are pertinent questions—questions of the most vital social import. Disabuse your mind of its race-old preconceptions, look about you. How many so-called homes are anywhere near the ideal? Mrs. Gilman says that the relentless iron of statistics shows that the great majority of homes are inefficient and inadequate in some or all of these ways. But she does not stop with criticism. She points out the remedy.

Take all the industries out of the home, and let them be the work of specialists, just as spinning, weaving, dyeing, shoe-making, tailoring, butter-making, cheese-making, and, in a measure, baking, pickling, laundering, butchering, and candle-making have been taken out.

Take child-rearing and child-training out of the home, and let that be done by those adapted by temperament and prepared by education for such work, just as the teaching of reading, writing, arithmetic, and all other school studies has been taken out of the home.

Set the woman free from imprisonment in the house, from non-productive labor, and let her take her place in the big world of productive labor, where all her faculties can find expression, where she will be able to contribute something to the wealth and well-being of society, as well as to the family income, where she can do what she likes to do, what she is fitted for, instead of wearing out her life and reducing herself to a spiritless drudge in the distracting and thought-dissipating work of trying to attend to several crude industries, for which she may not have the slightest taste or adaptation. Why should the man choose one out of a thousand vocations, and the woman be shut up to one? Why should the man grow broad and social in the big world of work, while woman is cramped and grows anti-social in the prison-house of the home—or the still narrower field of worse than useless "society"?

Mrs. Gilman goes even farther. She sees the change coming. Already women by the million are taking their place in the world of work. More and more industries are being taken out of the home. Kindergartens, day-nurseries, and trained nurses are giving the mother expert help with the babies. Homes are becoming more sanitary and more beautiful.

And what of the results? Hear the author:

"A peaceful, healthy, happy babyhood and childhood, with such delicate adjustment of educational processes as we already see indicated, will give us a far better individual. The full-grown mother, contributing racial advance in both body and mind, will add greatly to this gain. We can be better people everywhere, better born, bred, fed, educated in all ways. But quite beyond this is the rich growth of our long-aborted social instincts, which will rapidly follow the reduction of these long artificially maintained primitive and animal instincts. . . .

"Must we then leave it (the home)—lose it—go without it? Never. The more broadly socialized we become, the more we need our homes to rest in. The large area is necessary for the human soul; the big, modern, civilized social nature. But we are still separate animal beings as well as collective social beings. Always we need to return to the dear old ties, to the great primal basis, that we may rise refreshed and strengthened, like Antæus from the earth. Private, secluded, sweet, wholly our own; not invaded by any trade or work or business, not open to the crowd; the place of one initial and undying group of father, mother, and child, will remain to us. These and the real friend are all that belong to the home. . . .

"So living, really living in the world and loving it, the presence there of father, mother, and child will gradually bring out in it all the beauty and safety, the refreshment and strength we so vainly seek to ensure in our private home. The sense of duty, of reverence, of love, honestly transferred to the world we live in, will have its natural, its inevitable effect, and make that world our home at last."

I have given so large a place to the discussion of this book because it is a very frank and unbiased discussion of the problem which lies at the very foundation of all education. It is a subject worthy of the best thought of every one of us who is interested in education for efficiency—the advancement of the race in intelligence to wisdom, in efficiency to mastership, and in consciousness to the universal or cosmic sense. You and I may not agree with all that this author says and proposes. But it behooves us to look well to our beliefs and theories in the light of the thought-compelling questions and statements of fact in this book.

**A NEW HEAVEN AND A NEW EARTH OR THE WAY TO LIFE ETERNAL (THOUGHT STUDIES OF THE FOURTH DIMENSION)—By Charles Brodie Patterson. Thomas Y. Crowell & Company, New York.**

In this work, which claims so much in its title, Mr. Patterson utters some things that I do not understand. But that is no mystery, because Mr. Patterson has the good grace to admit that there are several things that he writes about that

he does not fully understand himself. That is encouraging to a mere layman who has not as yet penetrated all the mysteries of the universe. It helped me to read Mr. Patterson's really good book and get a great deal of enjoyment and profit out of it. The work covers pretty nearly all the territory there is in life—and some that seems to the most of us to be outside of it—but there is a reasonableness and humility in Mr. Patterson's writing that I must confess I sadly miss from the writings of some others of the New Thought cult.

The principal argument of the book is that there is a fourth dimensional world just above, outside of, or interpenetrating our three-dimensional world—it's hard to express this fourth dimension with any of the prepositions Lindley Murray handed down to us—and that all the joys and ecstasies of heaven are to be found therein. And, best of all, man is evolving to a state where he can take part in all the glories of that fourth dimensional world without the distressing necessity of dying, as he must do now. Well, I can't prove that Mr. Patterson is wrong about it. I believe in the perfectibility of man, and in the fact that evolution will lift him to higher and higher planes of existence in the future, just as that process has in the past. And, in dealing with these subjects, it is pretty hard to tell just what a man has in mind by the words he uses. Our words were all made to refer to things of time and sense, and we make rather coarse work of the best of our efforts to transfer them to dealing with the things of spirit. So Mr. Patterson may have the truth in mind when he writes about the fourth dimension and sympathetic telepathy.

If I were asked for a good, comprehensible text book on New Thought, I should recommend this book.

**THE HINDRANCES TO GOOD CITIZENSHIP—By James Bryce. Yale University Press, 70 Fifth Avenue, New York.**

Now here is a book that every citizen old enough and not handicapped by downright illiteracy should read. It is a collection of the Dodge Lectures delivered at Yale University by the Right Honorable James Bryce, British Ambassador to the United States. The book is a scholarly one, and full of practical suggestiveness, but is at the same time simple and clear.

Mr. Bryce's outline of the history and principles of popular government is particularly informing and illuminating. It gets patriotism down to a mighty real and active virtue. The correlation of rights and duties is an important part of the work.

Three principal hindrances to good citizenship are discussed by the Ambassador—indolence, self-interest, and party spirit. The cause of each is shown, its character is analyzed, and its effects are pointed out in a masterly way. In the fourth lecture, Mr. Bryce, like the constructive critic that he is, tells us how to overcome the obstacles to good citizenship. Various remedies suggested by reformers and urged by anarchists, socialists, and others are taken up

and analyzed, the good features of each being pointed out and admitted. Proportional representation, obligatory voting, initiative and referendum, primary election laws, laws against breaches of public trust, the cutting down of privilege to its lowest terms, and other mechanical reforms are described and their advantages and disadvantages are made clear from the author's standpoint. But the lecturer hits the nail squarely on the head—settles the question in a clear and convincing fashion, when he says:

"To contrive plans by which the interest of the citizen in public affairs shall be aroused and sustained, is far easier than to induce the citizen to use and go on using, year in and year out, the contrivances and opportunities provided for his benefit. *Yet it is from the heart and will of the citizen that all real and lasting improvements must proceed.* (The italics are mine.) In the words of the Gospel, it is the inside of the cup and platter that must be made clean. The central problem of civic duty is the ethical problem. Indifference, selfish interests, the excesses of party spirit, will all begin to disappear as civic life is lifted on to a higher plane, and as the number of those who, standing on that higher plane, will apply a strict test to their own conduct and to that of their leaders, realizing and striving to discharge their responsibilities, goes on steadily increasing until they come to form the majority of the people. What we have called 'the better conscience' must be grafted on to the 'wild stock' of the natural Average Man."

"Fine!" you approve, "but how is this to be done?"

In answer to this question, Mr. Bryce is as sane and scientific as in the rest of his book. He sums it all up in one word—Education. This includes the training in the schools of those who are to be the citizens of the future, the instruction of the adult alien coming into the country, and the enlightenment of the mass of citizens through many agencies. But the most important thing of all, he says, is to get to the will of the citizen through his soul. And he points out some of the methods, such as appealing to enlightened self-interest (making self-interest so enlightened that it loses its selfish quality), to the sense of dignity and self-respect, and to the flood tide of feeling that comes with a national crisis, the heroic spirit of the people usually being crystallized in such men as Washington and Lincoln.

The closing words of the book are strongly optimistic and hopeful, although the author by no means shuts his eyes to the dangers that threaten popular government today, and the obstacles that must be overcome.

"Make no mistake—other dreams will come. No good and honest man is satisfied with present conditions. Once religious liberty was a dream and political liberty a vision of the brave and daring. So economic liberty is today a vision. Tomorrow—or the day after—it will become a reality."—*Simonds.*

# The Other Side

*"The House That Has a Hoover is a Home"*

**T**HERE are two sides to the question of economy.

As a business man, you have studied Business Economy—perhaps reduced it to an exact science.

But haven't you overlooked or neglected the other side of the question, that equally important side, Household Economy?

Figure up what it costs you annually to keep your home clean. Add to the

amounts paid to cleaners and renovators the wages of extra servants to come in and clean once a week or so. Consider the loss through breakage and wear and tear; and don't overlook your wife's doctor's bills, traceable to the strain and overwork.

As against this, put down \$125 for a Hoover Sweeper, which will do all your cleaning for twenty-five years. Add from \$2 to \$3 for the annual cost of electric current to run it, and you have the entire expense. There will be no "extras" to crop out from time to time.

**HOOVER**  
ELECTRIC  
SUCTION SWEEPER

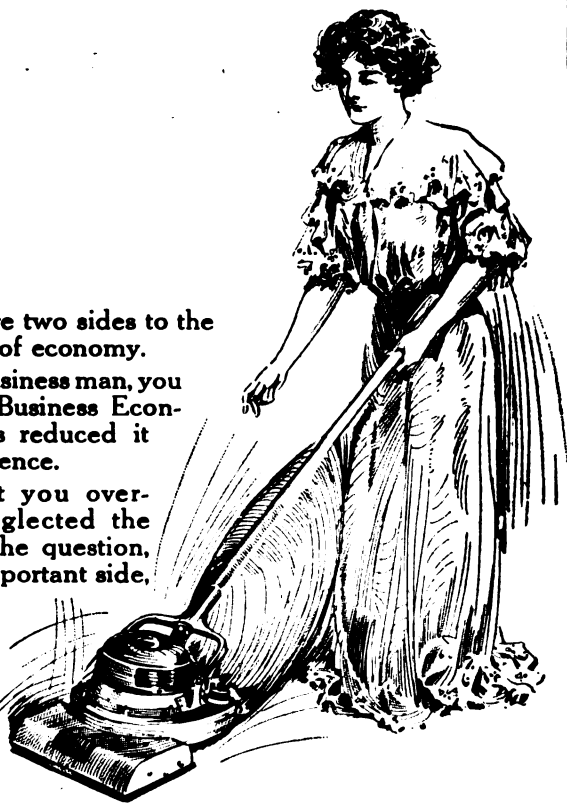
Is not a "suction alone" device. It combines Vibration and Brushing with Suction, affording the only thoroughly practical and effective cleaning principle.

It is strong, durable, efficient, convenient, the only machine a woman can and will use for every day cleaning.

Only a moment is required to put it into operation, and the lightest touch will move it.

Hose and nozzle attachments for every sort of cleaning are included in the equipment.

**The Hoover Suction Sweeper Co.**  
NEW BERLIN, OHIO



# The Sheldon Business Normal

**IF—**

You feel that you have not "found your work" in that which you are now doing, and

**IF—**

You want to find your work,

**THEN—**

Here is your opportunity,

**PROVIDED—**

*First*, you are a speaker of words and a doer of deeds. By this, to be explicit, we mean if you can speak to and teach an audience of several as well as one;

*Second*, provided also that you have a goodly stock of Ability, Reliability, Endurance and Action; and,

*Third*, that you are already successful and counted as such in your present work.

In the near future an entirely new departure in the field of commercial education will be launched.

It is a Normal School of Personal Instruction in Salesmanagement, including Salesmanship and Business Building, which of course includes Man Building, Character Analysis, Commercial Logic and Commercial Psychology.

It will be a resident course of three months' duration.

## The Sheldon Business Normal

The primary object of this school is to train men and women to become teachers of Business Building Salesmanship and Salesmanagement.

The Sheldon School is preparing to form a world organization and will need capable teachers and leaders, not alone in all parts of the United States and Canada, but in all parts of the world.

These people must be carefully selected and thoroughly qualified. The ordinary drill of a few days, or even a few weeks, will not suffice. There must be a protracted course of study accompanied by a minute drilling in all phases of the work.

Those who graduate from the course and who desire to take up our work, and who are selected by Mr. Sheldon as being worthy and well qualified, will be given immediate positions in connection with the

work of the Sheldon School, with assured and lucrative incomes.

We do not guarantee to give each student a position; neither do we require him to take up our work.

The instruction will be invaluable to anyone whose work has to do with sales production through others, no matter what the line of business may be.

## The Location

The class instruction will be held in the beautiful new building at Area, Illinois (present post office address—Libertyville, Illinois).

We have just completed a new and beautiful building, one hundred by fifty feet in dimensions, with two stories and basement. It is built of vitrified paving brick to the second story, which is of half-timbered work with rough casting. The building has all modern conveniences, and is finished in hardwood throughout. It stands on a knoll overlooking wooded hills and ravines on the north and east, rolling meadows on the southeast, and the village of Area on the southwest. Near by is Lake Eara, a mile long, acknowledged to be the most beautiful lake in all the lake country of Northern Illinois.

The surroundings will be ideal for study.

## Course of Instruction

The course of instruction will consist of: *First*, a personal study of and class instruction in three courses of study:

(a) The Science of Business Building, which is the fourth edition of the Science of Successful Salesmanship;

(b) The Science of Industrial Success;

(c) The Science of Service.

*Second*, an extensive series of personal lectures by Mr. Sheldon and a corps of assistants in Salesmanship and Business Economics in general.

*Third*, a course of lectures by Katherine M. H. Blackford, M. D., on the subject of Character Analysis, or the reading of human nature.

*Fourth*, the complete course of instruction given at the Sheldon Summer School which is to be held between July 27th and August 9th, 1910.

## THE BUSINESS PHILOSOPHER

*Fifth*, frequent drills in the art of Salesmanship and Salesmanagement, the giving of selling talks, etc.

### Period of Instruction

The regular course is to last three months, beginning July 1st, 1910, and ending October 1st, 1910.

### Expenses

The tuition for the entire course of three months is very reasonable, and includes board and room, text-books, and, in fact, all expenses.

Fill out and mail the coupon below and we will forward you full particulars.

### Possible Earnings of Graduates

The gross earnings of those who prove successful in our own work will be not less than \$3,000.00 a year, and opportunities will be given for the making of much more than that.

It is confidently believed that a man who takes this instruction will earn all the way from \$5,000.00 a year to even double that amount.

Many men are in the wrong line now, even though reasonably successful. Many change occupations in middle life, or at least after having had several years' experience in the school of life.

In the universities throughout the world are men who have earned money in the school of life and who are preparing to take up the various professions, such as law or medicine.

Such men spend from two to four years of time and a large amount of money in preparation for their new vocation, and

then rarely enjoy an income of more than \$1,200.00 to \$2,000.00 a year.

There are exceptions of course, but the figures just given are above the average.

We are living in a commercial age and one in which the prizes go to those who can produce.

### Opportunities of Graduates

The big prizes go to those who can produce through others, or, in other words, who can multiply their efforts through others.

This course of training will cost the student much less than the necessary training for the practice of the learned professions. It will cost less in time and less in money—much less indeed—and the earning power of the trained sales manager or teacher of salesmanship is much greater on the average than that of professional men.

The large department stores of the nation are many of them in need of permanent teachers of their sales people. Many of them desire women in this capacity. Our course of training will fit business women for lucrative positions in that line.

### Register Now

It is essential that we know at an early date who will be with us in the class beginning July 1st.

The class will be limited. Not more than one hundred people will be accepted. They will be accepted in the order of registration and no favoritism shown.

Mr. Sheldon will conduct the first class personally, and while this class will mark but the beginning of a regular school along this line, it is not probable that Mr. Sheldon's time will permit his personal teaching of future classes.

*Cut Out and Mail this Coupon Today*

THE SHELDON SCHOOL,

Area—P. O. Libertyville, Illinois.

.....1910

Gentlemen—Will you please forward full particulars regarding The Sheldon Business Normal School, as advertised in THE BUSINESS PHILOSOPHER for June.

Name .....

Local Address .....

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# GET TOGETHER PAGE

In this page our subscribers will have the *free use* of a four line space for one insertion. In this space they may advertise themselves for sale or may advertise for the services of some one else. Others—not subscribers—to THE BUSINESS PHILOSOPHER will be obliged to pay 25 cents per line for classified ads. In sending in yours ads you should figure seven words to the line so that there will be no trouble over the insertion.

**LARGE CATALOGUE GIVING CUT RATES ON** all magazines mailed free for the asking. Royer Gross, publishers' representative, 415 E. Strawberry St., Lancaster, Pa.

**SALESMAN WANTED FOR A PAINT SPECIALTY** of singular merit which appeals to jobbers and dealers. Only A-1 trade acceptable. Address Box 26, care this magazine.

**GOOD PRINTING CHEAP—1,000 BOND LETTER** heads, 8½ x 11, \$2.00; 1,000 good white envelopes, size 6¾, \$1.50; 1,000 statements, 5½ x 8½, \$1.50; 1,000 2 x 4¼ gummed shipping labels, \$1.25; 1,000 gummed stickers, ¾ x 2, 50c; typewriter circular letters, \$1.50 to \$2.75 per 1,000. Larger quantities cheaper. Sample free. A. H. Kraus, 409 Chestnut St., Milwaukee, Wis.

**STUDY AT HOME AND BECOME AN AUDITOR** or public accountant. Our examination record has never been equaled by any school. Write for booklet, "Higher Accounting." The Shaw Correspondence School, Toronto, Canada.

**LOCAL REPRESENTATIVE WANTED—SPLEN-**did income assured right man to act as our representative after learning our business thoroughly by mail. Former experience unnecessary. All we require is honesty, ability, ambition and willingness to learn a lucrative business. No soliciting or traveling. This is an exceptional opportunity for a man in your section to get into a big-paying business without capital and become independent for life. Write at once for full particulars. Address E. R. Marden, Pres. The Nat'l Co-op. Real Estate Co., Suite 494 Marden Bldg., Washington, D. C.

**EXPERT ADVERTISING MAN AND SALESMAN** desires position with a growing concern—a chance to produce business. Possesses several years' experience as business manager. Salary only. Jno. H. Lettow, Kingston, Illinois.

**SHELDON STUDENT, GRADUATE COLLEGE OF** Hard Knocks, five and one-half years salesman in Mexico. Would consider first-class proposition in Spanish-American territory. J. B. Schorn, Hugo, Oregon.

**SALESMEN WANTED—IF YOU ARE A CLERK** with natural qualifications as a salesman, I have an exceptional opportunity to offer you. If you are a merchant going out of business and looking for an opportunity to go on the road, my proposition will appeal to you. I want two or three capable men with the work habit, and who have energy plus. I want men with ability to sell goods all day long. I require references, also send an abstract of your qualifications. I have an advertising specialty proposition that interests all progressive retailers. Hundreds of the best retailers have endorsed my plan because they have found it profitable. Samples will go in coat pocket. My best salesmen are making from \$500 to \$1,000 a month. I want men who can do just as well or better. If you are of the right caliber, think you can handle a high-class, ready-selling proposition, write me immediately before all territory is assigned. W. F. Main, Dept. 117, Iowa City, Iowa.

"MR. SHELDON STUDENT"—WE HAVE A FINE proposition for the new beginner to make big money. Write today. Smith Flavoring Extract Co., 144 Henry St., Grand Rapids, Mich.

**WANTED—EXPERIENCED OFFICE AND SALES** manager, a man familiar with general office work, and who can handle a corps of salesmen in a manner that will secure results, in a good line. Give age, experience and salary expected. Address, Manufacturer, care Business Philosopher, Libertyville, Ill.

**OF INTEREST TO "A LIVE WIRE."** Oregon has a finer "all-year-round" climate than any other state in the Union. No other state is as prosperous as Oregon. No other life insurance company does as large a business in Oregon as Oregon Life. All our men are high grade. They are doing well. We need more of the same kind. Perhaps you are one. No previous life insurance experience required if you are a salesman. Address L. Samuel, General Manager, Portland, Ore.

**ONE OF THE LEADING OLD LINE LIFE INSUR-**ance companies issuing exceptionally attractive policies will grant liberal contracts to agency managers to two or three men having records as producers, in the States of Missouri and Illinois. Address Dept. 108, Business Philosopher.

Now on Sale

## For \$30.00 a Suit

☞ About 500 patterns of English Worsteds and Scotch Tweeds reduced from higher lines to even up our stock.

☞ Early visitors will have largest assortment to choose from.

**NICOLL, The Tailor**  
W. JERREMS' SONS  
CLARK AND ADAMS STS.  
CHICAGO

*if* you have advertising troubles I can help you

I make sketches, layouts and dummies or handle your advertising campaign complete. Write me.

**Burton Gibbs Smith**  
Ⓢ ADVERTISING COUNSELLOR Ⓢ  
1150 OLD COLONY BUILDING - CHICAGO Ⓢ

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

*The author speaks from first hand of the decade in which Chicago reached the maturity of its first growth — Chicago Daily News*

# Bygone Days in Chicago

By FREDERICK F. COOK



THE COURT HOUSE, CHICAGO, IN 1860

**T**HE WORLD is interested in Chicago, and there is no one who will not be interested in this, the most fascinating and informing book ever published dealing with the early life of Chicago. The prominent part that the city took in war preparations; the picturesque incidents and personalities of war-time days; the life of the "Under-world," then graced by a type of gambler which has disappeared forever, and a hundred and one vivid stories of the "Garden City," are here presented in a fresh and vigorous style by an old newspaper reporter, who writes for the most part from intimate personal observation.

Mr. Cook's pen pictures of the down-town life of the '60's are much more dramatically picturesque than the hectic survival of the same element that exists in the down-town life of today. — *Chicago Journal*

*Illustrated from rare prints and photographs. 8vo, \$2.75 net*

**Sheldon University Press, Libertyville, Ill.**



## Sherwin Cody's Latest Book

# How to Do Business by Letter

### and Training Course in Business English Composition

The most successful book on letter-writing ever published, now in its 47th thousand, eleventh edition, though but recently published.

Contains over 125 model letters of all kinds, including a number of the most successful pulling letters used by prominent houses.

Also the Rules of Grammar complete, with all common errors; the Rules of Punctuation, Words Often Misused, Rules and Regulations of the Postoffice (correct to 1910), etc.

Price, postpaid, \$1.00. See table of contents.

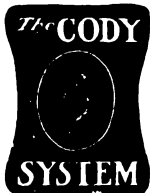
## Sherwin Cody's Form Paragraph Letter-Writer

An indexed and gummed blankbook, full letter size, loose leaf, in which to paste form paragraphs to be used in answering all kinds of correspondence.

By this system an \$8-a-week girl can write better letters than a \$25-a-week correspondent, because she simply copies into her book the best paragraphs in the regularly dictated letters of the head of the business, and all letters are in his language, perfect in every detail of punctuation, grammar, etc., and may be signed by his name though he never sees the letter himself. This is a wonderful means of raising the quality of correspondence, as well as saving much time and expense. 80 gummed pages, 20 index pages, 100 pages in all; price, postpaid, \$3; subject to approval and return at my expense.

## Sherwin Cody's Compendium of All Card Systems

An instruction book on loose-leaf and card systems (the only book ever published clearly stating the simple fundamental principles of these systems), accompanying a neat box of 500 cards, size 3 x 5 inches, printed from specially engraved wax plates in the best style, representing 18 complete systems all ready for use, including forms for mailing lists, advertising, salesmen's report and route cards, perpetual inventory forms, cost systems, school forms, and loose-leaf and card ledgers of all kinds, for wholesale, retail, mail-order, instalment, and specialty businesses. Electrotypes of plates sold and directions given for printing systems at one-third the usual price. Price, complete, \$3.00.



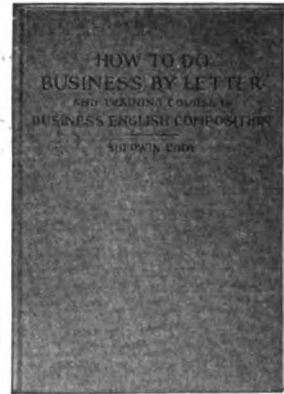
## How to Make Advertising Pay

## How to Write Letters that Pull

## Office Salesmanship & Business Psychology

I have made a detailed personal study of forty-six leading lines of business: Manufacturing, wholesale, retail, mail-order, and specialty, and have taught presidents, secretaries and advertising managers how to make a success of their publicity—I know what will win in forty-six different businesses, yours among the number, and this information I give in my complete course, together with all the books and special features described above, with scores of others—everything I have for only \$30, including twenty personal lessons. Write for complete catalogue.

SHERWIN CODY, LIBERTYVILLE, ILLINOIS



### CONTENTS:

Using Words So as To Make People Do things.  
How to Begin a Business Letter.  
How to Close a Business Letter.  
The Body of the Letter.  
Applying for a Position.  
Sending Money by Mail.  
Ordering Goods.  
"Hurry-up" Letters.  
How Money is Collected.  
Letters to Ladies.  
Professional Letters.  
How to Acquire an Easy Style in Letter Writing.  
Two Kinds of Letters—Buying and Selling.  
When to Write a Long Letter and When to Write a Short Letter.  
Answering Inquiries.  
Talking in a Letter—Colloquialisms and Slang.  
Complaint Letters.  
Condensation—Writing Advertisements.  
Advertising and Follow-up Letters.  
Display in Letter Writing.  
Salesmanship in Letters and Advertisements.  
Customs and Regulations of the Post Office.  
Social and Official Forms; the Rules of Grammar, with Common Errors; the Rules of Punctuation for Business Office Use.

**3000 GUMMED LABELS \$1.00**  
 SEVERAL SIZES & STYLES  
 PRINTED TO ORDER IN ONE AND TWO COLORS  
 AT THIS AND EVEN LOWER PRICES. SEND FOR CATALOG  
**FENTON LABEL CO NINTH & THOMPSON STS PHILA. PA.**

**MAKE MONEY** In Advertising or Mail Order Business. Send name and address and we will mail you three issues of the popular *Advertisers Magazine*. Each issue contains articles on Mail Order Business, Ad Writing, Business Correspondence, Selling Plans, Office Systems, Business Short-Cuts, Follow-up Literature, etc. Write today, as this is a very special offer. Address, **ADVERTISERS MAGAZINE, 720 Commerce Building, Kansas City, Missouri.**

## Are You Looking for a Home

**IF SO,** don't buy before seeing a copy of the **Real Estate Journal**. It has hundreds of farms, city property and stocks of goods advertised in it and reaches 60,000 readers a month; 24 to 36 pages, colored covers. Ad rates 15c per line. 2c a word. 75c a year.

**Two-Month Trial Subscription 10c**

**Farm and Real Estate Journal, Traer, Iowa**  
**DESK K**

What Some Well-Known Authors Say About

## The Book News Monthly

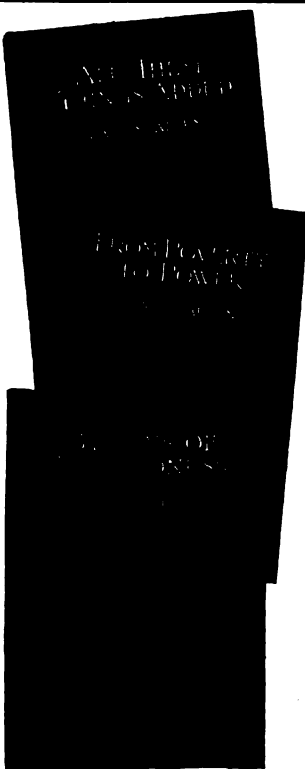
"I have read *The Book News Monthly* for a number of years, and have found it intelligent and entertaining. In my experience, the comments have never been dull: they have seemed to me extremely competent. I regard *The Book News Monthly* as a useful medium of communicating literary intelligence, and as presenting judicial opinions on many of the books of the day."—*Hamilton Wright Mabie.*

"*The Book News Monthly* gives a sympathetic view of what is best in current literature, and renews interest in the good books of the past. It more than fulfills the modest promise of its title, and in that way is helping to make more readers and more intelligent readers."—*Henry Van Dyke.*

"*The Book News Monthly* probably surpasses any magazine in America in the number of books discussed and in the honesty and integrity of the criticisms. It is varied, comprehensive and sincere, and no other American monthly periodical is in this respect quite its equal."—*Thomas Wentworth Higginson.*

**\$1.00 a Year. Sample Copy**  
**Sent Upon Request**

**The Book News Monthly**  
**PHILADELPHIA, PA.**



## Books that have Helped Thousands Develop Power to Make Greater Profits

**THESE** books will help **YOU** develop more power. Will teach you how to control your forces. Will show you how to inspire confidence. They are uniformly bound in green, printed on heavy book, contain over two hundred pages of helpful, inspiring, scientific, man-building advice. The simple, direct, concise language drives the lessons home at the first reading. Than these three the famous author of "As a Man Thinketh" has written nothing better.

**—SEND THREE DOLLARS TODAY—**

**SHELDON UNIVERSITY PRESS, Libertyville, Illinois:**

Enclosed find \$.....Dollars.

Send me.....Copies (Mark the number).

....."From Poverty to Power"

....."All These Things Added"

....."Byways of Blessedness"

Name .....

City.....State.....

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# FIFTY CENTS

SECURES THIS GREAT REFERENCE BOOK

An entirely new, up-to-date, down-to-the-minute reference book, for bookkeepers, cashiers, accountants and business men.

This magnificent volume weighs nearly 6 pounds; contains over 500 pages, 200,000 words and 700 illustrations of forms and tables; beautifully printed on fine paper; handsomely and strongly bound; produced and presented to the business world at a cost which brings it within the reach of all; easiest for reference, plainest for acquiring information, and most economical when compared with all other publications of like nature.

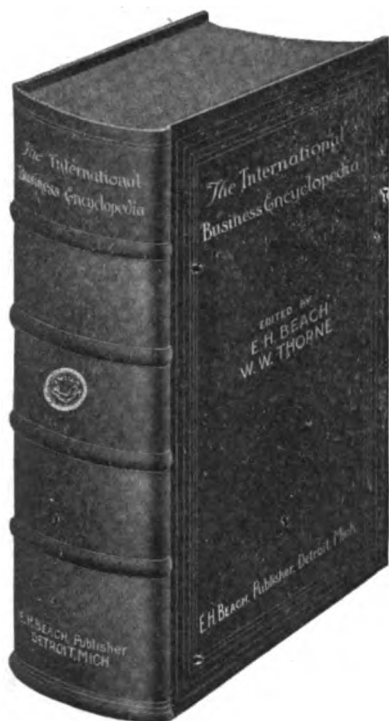
***It is Yours on Payment of Only Fifty Cents***

down and the balance in monthly instalments of 50 cents or \$1.00 as you prefer.

Monthly instalment price, \$4.00 per copy; introductory special cash price (less 10 per cent) only \$3.60.

In either case the expressage is prepaid to your address in the United States and Canada.

**E. H. BEACH, Publisher, Detroit, Mich.**



## Make the Farm Pay

Complete Home Study Courses in Agriculture, Horticulture, Floriculture, Landscape Gardening, Forestry, Poultry Culture and Veterinary Science under Prof. Brooks of the Mass. Agricultural College. Prof. Craig of Cornell University and other eminent teachers. Over one hundred Home Study Courses under able professors in leading colleges.

250 page catalog free. Write to-day.

**THE HOME CORRESPONDENCE SCHOOL**  
Dept. 122, Springfield, Mass.

Prof. Brooks

## A GOOD SHORTHAND REPORTER

is the only kind you can afford to employ. I am well prepared to handle all kinds of law and general reporting.

**FRED H. GURTLE**

SHORTHAND REPORTER

Phone Randolph 3038 810-811 Reaper Block, CHICAGO

# Engraved Cards

Embossed  
Business  
Stationery

Printed from  
Steel Dies  
Send for Samples

We engrave a  
one-line plate

and furnish 100 engraved cards, postpaid. Engraved in script, \$1.25; block, \$1.50; solid Roman, old English or French script, \$1.75; shaded old English or block, \$2.00; shaded Roman or French script, \$2.25. Cash to be sent with order. Best stock used. Monogram stationery. Wedding and business announcements.

The American Embossing Co., 192-69 Seneca St., Buffalo, N. Y.

## SIGN AND SEND NOW

when you have received one number, if you are not satisfied, send us a postal and we will return your money.

DR. W. R. C. LATSON, the editor, the best known writer on health topics, is writing for Health-Culture three series of articles, each of which is well worth \$1.00: "The Diet Question" all about "Meat-Eating," "Mixed Diet," "Raw Food," etc., some new facts; "Training for Maternity" should be read by every young woman who expects to be a mother and by young men also. It will help in the regeneration of the race; "The Effects of Taking Drugs," will be an eye-opener and will make the doctors sit up and take notice. "The Bearing, Feeding and Training of Children," by Mrs. V. Y. Garnett, will be found most helpful; besides other good things.

It is the best magazine devoted to the restoration and preservation of health without drugs. It teaches the proper use of Food, Air, Water, Exercise, Work, Rest, Recreation, Sleep, Dress, the Mental Powers and all that relates to the health and bodily development of men, women and children. One of the most valuable features is found to be Dr. Latson's answers to readers' questions every month on the recovery of health by drugless, home treatment.

It is opposed to Vaccination, Anti-Toxin and Serums and to Needless Surgical Operations. Fully illustrated. \$1.00 a year. 10c. a Number. Sent "ON TRIAL" to new subscribers six months for 25c.

Money back if desired. Address HEALTH-CULTURE, 403 St. James Bldg., New York.

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

HEALTH-CULTURE,  
403 St. James Bldg., New York.

Gentlemen: Please send

HEALTH CULTURE

"On Trial" six

months, in-

closed 25

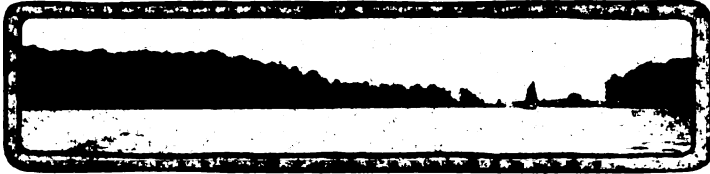
cents, to



Dr. Latson

ONLY 25 CENTS  
USE THIS COUPON NOW

# Own a Home in Area



**H**OW WOULD you like to live on the shores of one of the most beautiful of all the famous lakes of Northern Illinois, surrounded by hills and forests, near the campus of a growing university, and yet near enough to Chicago to attend to your business in that city every day?

How would you like to own a home where you would have all the quiet, comfort, cleanliness, and beauty of the country?

How would you like to invest a few dollars in real estate in a growing suburb, within thirty-two miles of the second greatest city in America—a city whose past growth and present prospects make it certain that it will be the greatest city on earth within two or three decades?

How would you like to live where your children can have the advantages of a school where they will be educated the Area way?

Well, now is your chance.

Last summer I opened up to private sale the Ravine View Subdivision of the Village of Area, Illinois. This subdivision is bounded on the north by the grounds and buildings of The Sheldon School, on the east by the campus of Sheldon Commercial University, on the south by the Libertyville road and the Libertyville branch of the Chicago & Milwaukee Electric Railway, and on the west by a portion of the village of Area. A number of lots were sold to my personal friends, but I reserved some of the best for this sale. In all, however, there are only a limited number. First come, first served.

These lots are fifty feet wide on broad streets, and run one hundred and fifty feet deep to a commodious alley. The land is slightly rolling, high, and well drained. Your home will be served with gas and electricity.

Area is about an hour's ride from Chicago by the Chicago, Milwaukee & St. Paul Railway or the Soo Line. Many people live in this neighborhood and go into Chicago to business every day.

## Now Here is the Proposition

You can buy one of these lots at a very low figure and on easy terms. Then you can either hold it for the rise—and it will be a rapid one—that will surely come, or you can build your home on it and live in God's country.

*Write and ask me about it, and I will tell you the particulars. But do it NOW. Tomorrow may be too late.*

**A. F. Sheldon, Libertyville, Illinois**

# Business Building Ideas For the Advertiser

## Dollars and Sense

Do You Want More Dollars?

Do you want to increase your earning capacity? Then read Col. Wm. C. Hunter's famous book, "Dollars and Sense." Each chapter is full of plain, common-sense business philosophy and can be applied to any business. It deals with the real problems in your every day work. Written by a man schooled by years of real, live, actual experience in the business world.

### 48 of the 157 Subjects Treated in "Dollars and Sense"

Advertising  
Advice  
Ambition  
Anger  
Argument  
Associates  
Backbone and Wishbone  
Brains, Birth, Boodle  
Buying  
Catching Up  
Compensation  
Competition  
Credit  
Discontent  
Elimination  
Employees  
Enthusiasm  
Expenses  
Financing  
Fixed Charges  
Foreword  
Generalists  
Get Away  
Good Fellowship  
Hard Times  
Hard Work  
Health  
Honesty  
Horse Sense  
Independence  
Initiative  
The Manager  
Memory  
Night Work  
Obedience  
Optimism  
Patience  
Pay Day  
Producers  
Promises  
Salesmen  
Saving  
Selling  
Short Letters  
Sizing Up Things  
Specialists  
Speculation

If you are interested in or engaged in advertising in any form—if you are conducting any business enterprise which can be enlarged by the judicious use of printer's ink—if you are merchant, manufacturer, publisher, executive officer, salesman, salesmanager—if you are an employee, and wish to make yourself invaluable to your employer—then you can't afford not to read each month the

## Advertisers Magazine

The Foremost Publication of its Class

Its 84 to 132 pages each issue contain articles of such interest that, no matter how busy you are, you will find time to read them. Filled with money-making ideas, business-building plans, enthusiasm-producing talks, business short-cuts, etc., THE ADVERTISERS MAGAZINE keeps tab on what is going on in the advertising and business world, tells you what the leading thinkers, writers and business men are writing and doing, and brings to you each month vital information whose money value cannot be compared with the trifling cost of the magazine.

### Here is Our Big Special Offer

We want to secure as subscribers to the Advertisers Magazine every live, alert business man in America who is in any way interested in advertising or selling. To secure them we make this special offer:

One year's Subscription to Advertisers Magazine (12 issues)  
Book "Dollars and Sense"  
Book "How to Successfully Conduct a Mail-Order Business"  
Three back issues of Advertisers Magazine

All For  
**\$1.00**

The three back issues of the Advertisers Magazine we will send you will be of recent date, containing splendid articles on business-building and advertising by such well-known authorities on advertising and business as J. B. Dignam, Ernest M. Mansur, E. F. Gardner, Frank Van Camp, A. E. Edgar, Franklyn Hobbs, Robert C. Brown, Arthur Bumstead, Hugh Chalmers, St. Elmo Massengale, and others.

Cut out the coupon below and take advantage of this special offer today. We guarantee you will be entirely satisfied or refund your money. Act today. Address

#### ADVERTISERS MAGAZINE

720 Commerce Building Kansas City, Missouri

#### ADVERTISERS MAGAZINE

720 Commerce Bldg., Kansas City, Mo.

For the enclosed \$1.00 you will please enter my subscription for one year and send me by mail the two books, "Dollars and Sense" and "How to Successfully Conduct a Mail-Order Business." Also send me three back numbers of Advertisers Magazine.

## How to Successfully Conduct a Mail-Order Business

Money-Making Information for the Advertiser and Mail-Order Dealer

This book covers every phase of the mail-order business. In a condensed form you get the valuable experience of successful mail-order dealers. If you want to know more about mail-order business or advertising, read this book. Over 50 different subjects discussed.

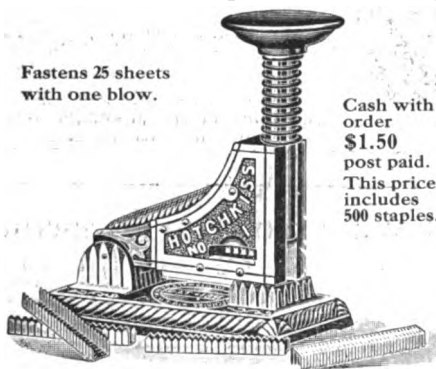
### Partial List of Contents of Mail-Order Book

Mail-order business—its advantages.  
Possibilities of trading by mail unlimited.  
Is this line of business already overdone?  
Why failures are made in mail-order business.  
What class of goods should be handled?  
Selling toilet articles by mail.  
An inexpensive way of increasing your sales.  
Advertising to the farmer.  
Does it pay to buy names and addresses?  
Some mail-order schemes.  
Mail-order correspondence schools.  
The "Follow-Up" system.  
How to develop business by letter-writing.  
Hints on form letters.  
How long should "Follow-Up" be continued.  
Rudimentary facts about advertising.  
Small advertisements and large ones.  
Class of mediums to be used.  
Selling medicine by mail.  
Keying advertisements.  
Card Index System.  
Helpful hints for the Mail-Order dealer  
Repeat orders make profit; how to get them.  
Selling goods on easy payments.  
Conducting an installment payment business by mail.  
Complaints and what to do with them when received.  
Where to purchase supplies.

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

## Automatic Paper-Fastener

Fastens 25 sheets  
with one blow.



Cash with  
order  
\$1.50  
post paid.  
This price  
includes  
500 staples.

The Hotchkiss Automatic Paper-Fastener uses a single strip on which there are 25 staples. These staples when inserted into the machine are automatically cut off and fed forward, accurately and without failure. The staple is always ready to be driven and a single blow will suffice to drive it through 1 to 25 sheets of paper, and with the same movement feed forward the next staple.

Useful not only for papers, but for fastening samples of silks, laces, dress goods, etc., being neater than any other method of binding.

Place the machine on a solid foundation, insert the papers to be stapled, and strike the plunger a quick, sharp blow with the hand.

Agents wanted to sell our line of office supplies  
Send for Catalog

**National Office Supply Company**  
ZION CITY, ILLINOIS

## The Problem of the Advertiser

is to be economical and at the same time extend his reputation to reach from coast to coast.

If you have for sale any article used in the office or school room it will pay you to consider the

## Progressive Stenographer

*A Monthly Magazine for the  
Business Man, Stenographer,  
the Teacher and the Student*

\$1.00 a Year. Trial, 3 Months for 25c

There are more than 125,000 stenographers in the United States, spending weekly more than \$500,000.

We don't reach them all but we do reach a large percentage of them.

Fifty thousand (50,000) business schools offer a large field worthy of your consideration.

If YOU want some of this business write us for rates, etc.

**The Progressive Stenographer Pub. Co.**  
31 South Howard Street, Baltimore, Maryland

# \$100 in Gold Given Away

**A** GENUINE bona fide offer. Read our proposition. Are you a smart speller? We give \$100 in gold and other prizes named below to those able to make the largest list of words from the words **The Rountree Publishing Company**. You can make at least twenty, we believe, and if your list is the largest you will get the greatest prize. In case of a tie, prizes will be divided between highest contestants. Here are the rules to follow: Use only words in the English language. Words alike, but with different meanings can be used but once. Use any dictionary. Pronouns, nouns, verbs, adverbs, suffixes, adjectives, proper nouns, allowed. Anything that is a legitimate word will be allowed. This is the way: Heart, temple, rain, only. Use these words and arrange alphabetically. The following is a list of the prizes:

\$25.00 for the largest list of words as above. \$20.00 set of Encyclopedia, second largest list. \$15.00 third largest list. \$12.00 set of dishes, fourth largest list. \$10.00 Mission Lamp, fifth largest list. \$10.00 cash, sixth largest list. \$5.00 cash, seventh largest list. \$2.00 each to the next twenty-two highest. Subscriptions to the Dixie Home one year to the next hundred highest.

We want you to know **The Dixie Home**, which is one of the brightest and best illustrated magazines in the world, and it is for this reason that we offer these premiums. We make no extra charge for the privilege of entering this word-building contest. To enter the contest it is necessary for you to send us fifty cents or subscription to the Dixie Home for one year, with your list of words. List should be sent at once. The lucky names will be published later. This is a great offer to those who take an interest in such contests.

— Address —

**"Contest Editor," Dixie Home, Dept. 13, Birmingham, Alabama**

## THE BUSINESS PHILOSOPHER

### Ask For Book You Want

Place check in square below indicating number of book desired; write name and address on lines below and forward, with 10 cents postage attached, and the book is yours—without further expense or obligation, of course.

- 1—THE ART OF FINANCIERING  
(Showing how business men may raise capital for business projects)
- 2—FINANCIAL HAND BOOK  
(For promoters, fiscal agents and brokers)
- 3—BUSINESS BUILDING BY CORRESPONDENCE  
(For the man who uses circular letters)
- 4—THE SELLING FORCE AND THE SELLING FARCE  
(Showing why the great majority of selling plans do not pay)
- 5—THE GREAT LAW OF AVERAGE  
(A new principle discovered by a business expert, bringing certainty to business affairs)
- 6—HOW \$250 MAY RAISE \$200,000  
(For the man with a real opportunity)

If more than one book is desired add 10 cents additional for each extra book. Money refunded if not perfectly satisfactory. Each book conveys a message. Each tells something new and valuable.

The Business Development Co. of America

|   |   |   |   |   |   |                                               |
|---|---|---|---|---|---|-----------------------------------------------|
| 1 | 2 | 3 | 4 | 5 | 6 | Founded 1901<br>119 NASSAU STREET<br>NEW YORK |
|---|---|---|---|---|---|-----------------------------------------------|

These books sell for 10 cents a copy and are worth \$10 a copy. We advise our readers to send for them. Editorial extract from *American Banker* of March 5, 1910.



Prof. Genung  
English

### HOME STUDY COURSES

Over one hundred Home Study Courses under professors in Harvard, Brown, Cornell and leading colleges. Academic, and Preparatory, Agricultural, Commercial, Normal and Civil Service Departments. Preparation for College, Teachers' and Civil Service Examinations.

250 page catalog free. Write to-day.

THE HOME CORRESPONDENCE SCHOOL  
Dept. 105, Springfield, Mass.

### I Will Make You Prosperous

If you are honest and ambitious, write me today. No matter where you live or what your occupation, I will teach you the Real Estate business by mail; appoint you special Representative of my Company in your town; start you in a profitable business of your own, and help you make big money at once.

Unusual opportunity for men without capital to become independent for life. Valuable book and full particulars free. Write today.

National Co-operative Realty Company  
118 MARDEN BUILDING, WASHINGTON, D.C.



Dr. Campbell  
Principal

### NORMAL COURSES

Our Home Study Courses for teachers prepare for Certificates of every grade. Special courses in Pedagogy, Psychology, Primary Methods and Kindergarten. We assist in securing positions.

Over one hundred Home Study Courses under Professors in Harvard, Brown, Cornell and leading colleges. 250 page catalog free. Write to-day.

THE HOME CORRESPONDENCE SCHOOL  
Dept. 78, Springfield, Mass.



## French Lick Springs

is an all year round resort, famed for its healing waters and the out of door attractions of its climate and scenery. The thousand acres of natural park, walks, drives, golf and other outdoor amusements are charming any season. Hotel is modern in every respect, affording accommodations for 700 guests, with home comforts; all sleeping apartments are outside rooms, light and airy. The winter climate, while crisp and bracing, is dry, sunny and thoroughly enjoyable, and a stay of two or four weeks will prove very beneficial.

### French Lick Springs Waters

possess medicinal properties unequalled for the treatment of stomach, liver, bowel and kidney diseases.

### Pluto Concentrated Spring Water

is recommended by Physicians everywhere and sold at all Drug Stores, in half pint and quart bottles, costing 15c and 35c.

Write for booklet giving full information concerning the hotel, waters, etc.

## French Lick Springs Hotel Co.

THOMAS TAGGART, Pres., French Lick, Indiana  
ON THE MONON AND SOUTHERN RAILWAYS

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# SAVE YOUR OLD RIBBONS

## MULTIGRAPH OR WRITERPRESS

They're Worth Money

There's no more reason for throwing them away because the ink is exhausted than there would be for throwing away your fountain pen when it's empty. Will you let us prove it and save you 50 per cent.?

Write at once for complete information and "Take No Risk" Trial Offer.

## ROCHESTER RE-INKING WORKS

(Incorporated).

18 EXCHANGE ST., - ROCHESTER, NEW YORK, U. S. A.

## Could You Sign This Check?



Eight years ago I certainly couldn't. I was making \$15 a week. \$2250 for a luxury was as far away from me as the presidency of the United States. I can do it now with good grace, and no one left me a fortune, either. I started in business for myself and the \$2.25 I spent for my first stationery was a big item. I started a Collection Business on my own ideas, in a corner of a room in my flat. It grew and grew until I found myself owner of a big business. Then I discovered room for thousands in my business all over the country, and I founded a school to teach others my success with the mistakes and delays cut out—and the success of my school is the reason that a

|                                                  |  |
|--------------------------------------------------|--|
| DETROIT, <u>\$1 -</u> 19 <u>0</u> No <u>1031</u> |  |
| THE FIRST NATIONAL BANK                          |  |
| PAY TO THE ORDER OF                              |  |
| <u>Detroit Automobile Company \$2,250.00</u>     |  |
| <u>Twenty Two Hundred &amp; Fifty</u> DOLLARS    |  |
| <u>W. A. Shryer</u>                              |  |

\$2250 automobile is only one of the many good things I can now afford.

What I have done I can tell you how to do if you will meet me half way and ask the question.

W. A. SHRYER, President

American Collection Service

337 State St., Detroit, Michigan

W. A. SHRYER, President

American Collection Service, 337 State St., Detroit, Mich.

Sir: Without any obligation on my part, answer the question, "How may I build up from nothing a money-making Collection Business?"

Name .....

Address .....



# A \$100 Typewriter for 17 cents a Day

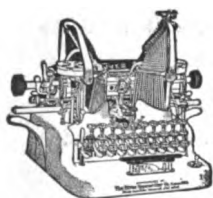
Please read the headline over again. Then its tremendous significance will dawn upon you.

An Oliver Typewriter—the standard visible writer—the \$100 machine—the most highly perfected typewriter on the market—**yours for 17 cents a day!**

The typewriter whose conquest of the commercial world is a matter of business history—**yours for 17 cents a day!**

The typewriter that is equipped with scores of such conveniences as "The Balance Shift"—"The Ruling Device"—"The Double Release"—

"The Locomotive Base"—"The Automatic Spacer"—"The Automatic Tabulator"—"The Disappearing Indicator"—"The Adjustable Paper Fingers"—"The Scientific Condensed Keyboard"—all



**Yours for  
17 cents a Day**

We announced this new sales plan recently, just to feel the pulse of the people. Simply a small cash payment—then **17 cents a day.** That is the plan in a nutshell.

The result has been such a deluge of applications for machines that we are simply astounded.

The demand comes from people of all classes, all ages, all occupations. The majority of inquiries have come from people of known financial standing who were attracted by the novelty of the proposition. An impressive demonstration of the immense popularity of the Oliver Typewriter.

A startling confirmation of our belief that the Era of Universal Typewriting is at hand.

**A Quarter of a Million People  
Are Making Money with**

**The OLIVER  
Typewriter  
The Standard Visible Writer**

The Oliver Typewriter is a money-maker, *right from the word "go."* So easy to run that beginners soon get in the "expert" class. *Earn as you learn.* Let the machine pay the **17 cents a day**—and *all above that is yours.*

Wherever you are there's work to be done and money to be made by using the Oliver. The business world is calling for Oliver operators. There are not enough to supply the demand. Their salaries are considerably *above* those of many classes of workers.

**"An Oliver Typewriter in  
Every Home"**

That is our battle cry today. We have made the Oliver *supreme in usefulness and absolutely indispensable in business.* Now comes the conquest of the home.

The simplicity and strength of the Oliver fit it for family use. It is becoming an important factor in the home training of young people. An *educator* as well as *money maker.*

Our new selling plan puts the Oliver on the threshold of every home in America. Will you close the door of your home or office on this remarkable Oliver opportunity.

**Write for Further Details of Our Easy Offer and a  
Free Copy of the New Oliver Catalog. Address—**

**The Oliver Typewriter Company  
The Oliver Typewriter Building : Chicago, Illinois**

## WHEN IN DETROIT STOP AT HOTEL TULLER



**New and Absolutely  
Fireproof**

**Cor. Adams Ave.  
and Park St.**

**In the center of the  
Theatre, Shopping  
and Business  
District.**

**Has large Conven-  
tion Hall.**

**Has grand Roof  
Garden Cafe.**

**Music from 6 P. M.  
to 12:30 A. M.**

**Every Room has Private Bath**

**EUROPEAN PLAN**

**RATES: \$1.50 PER DAY AND UP**

**L. W. TULLER - - Proprietor**

**THESE SIX BOOKS**

**Tell How \$2.00 Grew  
Into \$250,000.00; Yours  
for \$4.50**

The men who wrote these business books have built up the largest business of its kind in the world, and when they were doing it they were everlastingly applying the very same principles that they have driven home in the chapters of these books. And you are to get all the benefits of their years of experience for \$4.50.

Now, if these men built up a quarter of a million dollar business by knowing how to make every letter they sent out an order clincher and if they are willing to impart their methods, why can't you profit by their experience? Wouldn't a little more of this letter-writing skill be beneficial in your business? It would accomplish the very plans you have in view.

**FOR THE BUSINESS MAN:** It will open his eyes to the possibilities of more business. **FOR THE ADVERTISING MAN:** It will increase the percentage of orders from the inquiries his advertising has brought. **FOR THE PROFESSIONAL CORRESPONDENT:** This work will be a constant reference. Send us a money order, P. O. order, or check for \$4.50, with your name and address plainly written. We will send the five books immediately, prepaid. If you don't find them worth their weight in gold, send them back.

**Publicity Pub. Co., Dept. 24, Page Bldg., Chicago, Ill.**

## The United States Government Endorses "RED CEDAR" as Moth-Proof Wood

We quote as follows from a letter written us by the Department of Agriculture, under date of Nov. 13, 1909:  
"Red Cedar is the most useful wood in the United States for the manufacture of Cedar Chests. The wood is close-grained, and has a delicate, agreeable fragrance which is especially marked. Its odor is disagreeable to insects, and for this reason chests and closets of cedar are highly valued as storage places for garments subject to the ravages of the moth and buffalo bug. Neither *Libiodrus decurrens* nor *Chamæcyparis lawsoniana* (the latter known as Port Orford or White Cedar) compares with the Red Cedar of the East, in the manufacture of Chests."

Our Chifforobes are the only ones in America that are made of *RED Cedar*. Style No. 107, which is shown in the picture, is as magnificent and useful a piece of furniture as was ever built. It combines the advantages of a Wardrobe and Chiffonier. Dimensions are: 62 inches high—48 inches wide—and 24 inches deep, which makes the wardrobe section sufficiently high for hanging garments, while the drawers will easily hold ladies' hats. Comes in dull finish or in a hand-rubbed piano polish, and has the appearance of mahogany.



Usable for  
Men's and Women's  
Apparel

### TRY IT FOR 15 DAYS—ON APPROVAL

We *guarantee* this Chifforobe to be absolutely *Moth-Proof*. It will eventually pay for itself by saving the expense of cold storage on furs and other apparel. No camphor or moth paper is required. The construction throughout is of RED Cedar, which is the only moth-proof wood in the world. The doors fit so perfectly as to make the Chifforobe practically air-tight. For a birthday or a wedding present a more appropriate gift could not be selected. *We sell DIRECT from our factory to the public*, thereby eliminating the middleman's profit.

Catalog "B," which is beautifully illustrated, tells more about this splendid Chifforobe—also about our many styles of Cedar Chests. May we mail you a copy, *free and postpaid*? Write us *TO-DAY*.

**PIEDMONT RED CEDAR CHEST CO., Dept. 91, Statesville, N. C.**

## A MAGAZINE OF

NOT NEW  
NOT OLD  
JUST

64 PAGES OF UPLIFT  
IS FOUND EACH  
MONTH IN

WE WILL MAIL  
YOU A SAMPLE COPY  
IF YOU SEND A  
2¢ STAMP TO

THE LARGEST  
MAGAZINE PUBLISHED  
IN ITS FIELD IS

DO YOU NEED  
INSPIRATION?  
THEN READ

YOU WILL FIND  
THE BEST WRITERS  
ON PROGRESSIVE  
SUBJECTS IN

IF YOU WISH TO  
RETAIN OR REGAIN  
HEALTH READ

THE PHILOSOPHY OF  
LIFE IN GENERAL  
DISCUSSED IN

FOR SALE  
BY FIRST CLASS  
NEWSDEALERS

**I  
T  
O  
U  
G  
H  
T**

ADDRESS

**MAGNUM  
BONUM  
COMPANY**

4663 A  
LAKE  
AVENUE  
CHICAGO

**PRACTICAL PSYCHOLOGY**

## Study Law at Home

THE oldest and best school. Instruction by mail adapted to every one. Recognized by courts and educators. Experienced and competent instructors. Takes spare time only. Three courses—Preparatory, Business, College. Prepares for practice. Will better your condition and prospects in business. Students and graduates everywhere. Full particulars and



*Easy Payment Plan Free*

**The Sprague Correspondence School of Law**  
684 MAJESTIC BLDG., DETROIT, MICHIGAN

## Relieve Your Memory



Depend on this convenient, useful, *gentleman's* memo book to keep your dates, figures, names, memos, etc., in better, neater style.

### Bennett Everlasting Memorandum Book

—leather cover, 3.3-4 x 8 inches, pocket for cards, removable pads—the most convenient. Price complete with your name stamped in gold on the cover and four inside pads, only . . . . . **\$1.00**

**Send no money** Simply send us your name and we will forward the book with your name printed. If satisfied, send us our \$1.00. If not, return the book. Send today.

**W. W. BENNETT CO.**

Box 146, East End

Pittsburg, Penn.

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

## Financing an Enterprise

By FRANCIS COOPER



**T**WO volumes that have helped hundreds of men win fortunes by showing them how to successfully finance and promote their business or their discoveries. Highly endorsed. Only successful work on promotion.

**Volume 1** describes conditions necessary for successful financing; how to investigate, protect and capitalize an enterprise; experimental work and model making.

**Volume 2** tells best methods for securing money, privately, or publicly, by advertising; how to advertise, how to write a winning prospectus. Important chapters on stock, bonds, incorporations, etc.

—Invaluable knowledge gathered from fifteen years' experience. Save you hundred times its cost. Full descriptive circular if you want it.

600 pp. 1909 ed. Buckram binding. Two vols., \$4.00 prepaid. Either vol. separately, \$2.00 prepaid.

**SHELDON UNIVERSITY PRESS**  
LIBERTYVILLE, ILLINOIS

## Save Money on Your Office Supplies

*You Want the Best Because the Best is Always the Cheapest*

¶ But you can get the best at a lower price than you are now paying by cutting out middlemen's profits—buying direct from the manufacturers.

¶ You want reliable service, satisfaction guaranteed or your money back. You get all that when you buy of us.

¶ Give us a trial order of three of the best typewriter ribbons for \$1.50, post-paid, or three hundred sheets of high quality carbon paper for \$3.00 and you will be convinced.

¶ Send for our latest catalog and special list of bargains.

AGENTS WANTED

**National Office Supply Company**  
Lock Box N, Zion City, Illinois

## Merchants—Lend Us Your Ears

**D**ID you ever stop to consider that you may be buying goods from manufacturers and jobbers who are hooked up tighter than a tick to the mail order houses. A large number of the large wholesalers throughout the country are owned body and soul by the catalog houses and whenever you purchase goods from them you are aiding the ever present mail order evils.

You would not do this if you knew it, would you?

Don't you think it would be a good thing to know?

We can tell you. We are the only publication in the country that absolutely knows.

After twelve years of work along this line we are prepared to tell you what firms are doing a legitimate business and who otherwise.

*Get Into the Game—Know What You are Doing  
Don't Buy in the Dark*

**Get Next to The Commercial News of Sioux Falls**  
Send for a Copy, 25 Cents—See if You Don't Like Our Style of "Dope"

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# The Microbe, Discontent

By HAROLD A. HOLMES, *President*

**D**ISCONTENT is a microbe that does great injury to some people, and is exceedingly beneficial to others. Its action depends entirely upon the condition of one's mental attitude. ¶ If it sours the disposition, breeds jealousy, unbalances sound judgment, ferments the mind into a mad passion for quick riches; or if it urges you to undertake things, overnight, that need years of mature effort to accomplish, then it is doing you great injury and should be banished from the system. ¶ If it kindles a healthy ambition, if it inspires you to do good work today so that better things can be accomplished tomorrow; or if it gives a clearer vision of the great future to be attained, coupled with a willingness to do the necessary climbing, then it is exceedingly beneficial to you and should be nourished and encouraged.

*The Caxton Magazine* is a periodical for discontented folks, and is filled with inspiration for ambitious minds. ¶ It is not intended for lazy people, and the indolent ones do not enjoy it. It prints straight-from-the-shoulder stories about men and women who are rendering quality service—Tells What they are doing—How they are doing it—Why they are succeeding—and How you can learn from them and apply your knowledge. ¶ Discontented folks can get more real help out of *The Caxton Magazine* than they can obtain for a hundred times the cost anywhere else.

Send us one dollar, and receive *The Caxton Magazine* for twelve months. Read the first number, and if you do not get ideas that are worth more than the cost for a whole year, tell us, and your dollar will be promptly returned. You run no risk—so send the dollar today. This is the magazine that you will eventually subscribe for.

## The Caxton Society, Pittsfield, Mass.

*The Caxton Society* \_\_\_\_\_ 1910  
*Pittsfield, Massachusetts*

Enclosed find one dollar for which send *The Caxton Magazine* for twelve months. It being understood that if I do not like it, you are to return my dollar promptly.

\_\_\_\_\_

SHEL \_\_\_\_\_

## Will You Accept This Business Book if We Send it Free?

*Sign and Mail the Coupon Below.  
Send no Money! Take no Risk!*

One hundred and twelve of the world's master business men have written ten books—2,079 pages—1,497 vital business secrets, ideas, methods. In them is the best of all that they know about

- |                |                     |                            |
|----------------|---------------------|----------------------------|
| —Purchasing    | —Salesmanship       | —Position-Getting          |
| —Credits       | —Advertising        | —Position-Holding          |
| —Collections   | —Correspondence     | —Man-Handling              |
| —Accounting    | —Selling Plans      | —Man-Training              |
| —Cost-keeping  | —Handling Customers | —Business Generalship      |
| —Organization  | —Office Systems     | —Competition Fighting      |
| —Retailing     | —Short-cuts and     | and hundreds and hun-      |
| —Wholesaling   | Methods for every   | dreds of other vital busi- |
| —Manufacturing | line and department | ness subjects.             |

A 9,059 word booklet has been published describing, explaining, picturing the work. Pages 2 and 3 tell about managing businesses great and small; pages 4 and 5 deal with credits, collections and with rock-bottom purchasing; pages 6 and 7 with handling and training men; pages 7 to 12 with salesmanship, with advertising, with the marketing of goods through salesmen, dealers and by mail; pages 12 to 15 with the great problem of securing the highest market price for your services—no matter what your line; and the last page tells how you may get a complete set—bound in handsome half morocco, contents in colors—for less than your daily smoke or shave, almost as little as your daily newspaper.

*Will you read the book if we send it free?  
Send no money. Simply sign the coupon.*

**The System Co., 151-153 Wabash Ave., Chicago—**

If there are, in your books, any new ways to increase my business or my salary, I should like to know them. So send on your 16-page free descriptive booklet. I'll read it. BP-6-16

Name \_\_\_\_\_  
Address \_\_\_\_\_  
Business \_\_\_\_\_  
Position \_\_\_\_\_

## SPINAL IRRITATION

An elegantly illustrated booklet explaining the cause and cure of the disease that produces the following SYMPTOMS:

**HEADACHE** or pains in the head, especially in the Back part or Base of Brain; Nervous or Bilious Headache; sensations that feel like the pulling or stretching of  
**CORDS** in the Neck; trouble with the  
**EYES** connected with pain or aching in back part of head or neck or upper part of shoulders; aches or pains in the eyes or back of them; specks or spots before the eyes or blurred vision; a frequent desire to  
**SIGH** or **YAWN** or take a deep, full breath, and in some cases, an inability to do so;  
**PALPITATION** or irregularity of the heart; pains, oppression, difficult breathing, or very peculiar and disagreeable feelings in the region of the  
**HEART, LUNGS, STOMACH**, or other parts of the body that doctors often call Neuralgia, Rheumatism, Indigestion, Heart trouble and various other names, but fail to cure; aches or pains in the region of the  
**KIDNEYS; BACKACHE**; sensations of oppression or constriction like a  
**BELT AROUND THE BODY**, or part way around;  
**PARTIAL PARALYSIS** of arms, shoulders, hands, lower limbs or feet, causing pains in these members, or a  
**NUMB FEELING** or sensations of coldness, heaviness, or a tingling or feelings resembling the  
**PRICKING OF PINS** or needles or as if the parts were asleep;  
**SORE, TENDER OR BURNING** points along the spine or in the limbs or feet; pains in the face, arms, back, lower limbs or feet, resembling those of  
**NEURALGIA OR SCIATIC RHEUMATISM** (physicians often treat these symptoms as ordinary neuralgia or rheumatism, but such treatment will not cure them);  
**CHILLS UP OR DOWN BACK**;  
**CREEPING** sensations, coldness or numbness; pain  
**BETWEEN SHOULDERS**.

If you have the above named symptoms, or any of them, you probably have SPINAL IRRITATION, a very serious disorder that but few physicians can cure. Yet it is very easily cured by proper treatment. Our elegantly illustrated booklet explains how. It also describes the disease and explains what causes it.

Price, 10 Cents

OHIO STATE PUBLISHING CO., 93-5 The Birmingham, Cleveland, O.

## THE ALAMO

### Colorado Springs' New Fire-Proof Hotel

*Strictly First-Class—American  
and European Plan*

#### RATES:

*American Plan—\$2.50 to \$4.00  
per day and upwards.*

*European Plan—\$1.00 per day  
and upwards.*

*150 Rooms—Fifty Elegant Suites  
with private baths.*

*Golf and other Outdoor Sports  
accessible to guests.*

## Colorado Springs, Colorado

## Mr. Business Man

Are you interested in the resources and developments of Western Canada? If so, drop a card with your name and address to

### Anthony Anderson

Drawer 735, Victoria, B. C.

**This is an Advertisement it will Pay You to Answer**



**Save your Pocket and Insure your Keys**

Key Insurance—Good for one year, Insures Keys and Identifies Owner; this with Genuine Morocco Combination Key and Knife Purses.....50c.  
Accident Insurance—Above, plus a Limited Accident Policy for \$1,000, renewable each year.....\$1.00  
Key Purses, { Cowhide.....25c. Combination { Cowhide.....40c.  
(Key Chains { Morocco.....35c. Key and { Morocco.....50c.  
Sc. extra. { Seal, Russia, 50c. Knife Purses { Seal, Russia, 65c.

Special Prices in Quantities for use as Advertising Novelties  
**MURRAY S. CHISM, Patentee and Manufacturer**  
224 N. Camac St., Philadelphia, Pa.

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

## THE BUSINESS PHILOSOPHER

THE VERY LATEST THING IN DUPLICATORS



### "CANTYPE" SPRING-FRAME DUPLICATOR

**1000** Perfect Reproductions per Hour of Hand-writing, Typewriting, Music or Drawing

Circulars can be taken direct from the Duplicator, and laid one copy on top another without off-setting or blurring. *No other duplicator possesses this advantage.* Circulars and samples of work on application. The only makers in America of all descriptions of ribbons, clean carbon papers, duplicators, stencil papers, inks, etc. Agents wanted in all unoccupied territory.

**A Rapid, Medium-Priced Duplicating Machine**

Simple, durable, rapid, clean, perfect work. Portable, inexpensive, practical, compact, noiseless.

**Cheaper to Buy**

**Cheaper to Run**

CHAS. E. ARCHBALD, PRESIDENT

**PEN-CARBON MANIFOLD CO.**

NEW BRUNSWICK, N. J.

*Originators and Only Manufacturers of Non-Flake Carbon Paper for Typewriter, Pen, Pencil and Stylus*

## The Practical Value of Mental Training



*Henry Dickson*

Principal Dickson School of Memory. The largest and most successful School of Mental Training in the world.

**WHAT** James H.C. A. Jones needed was a practical course of Memory Training; with that behind him he might now be in partnership with the merchant, instead of hiking for another job. No matter whether you are employer, employee, student, business man or Book Agent, you are not Making Good if your Memory is on the Job only Half the Time. The man

Read what WALT MASON, the Poet-Philosopher has to say about it:

### STOP FORGETTING

*The merchant said in caustic tones: "James Henry Charles Augustus Jones, please get your pay and leave the store; I will not need you any more. Important chores you seem to shun; you're always leaving work undone, and when I ask the reason why, you heave a sad and soulful sigh, and idly scratch your dome of thought, and feebly say: 'Oh, I forgot!' James Henry Charles Augustus Jones, this world's a poor resort for drones, for men with heads so badly set that their long suits it to forget. No man will ever write his name upon the shining wall of fame, or soar aloft on glowing wings because he can't remember things. I've noticed that such chaps as you remember when your pay is due; and when the noon-time whistles throb, your memory is on the job; and when a holiday's at hand, your recollection isn't canned. The failures on life's busy way, the paupers, friendless, wan and gray, throughout their bootless days, like you, forget the things they ought to do. So take your coat and draw your bones, James Henry Charles Augustus Jones."*

*Walt Mason*

Copyright, 1909, by George Mathew Adams.  
Reproduced by permission from the Chicago Daily News of Feb. 15, 1910.

with the Wandering Mind is a drug on the market—he has too many competitors. The Great Men of all ages are those who grasped the ability to Concentrate. **You** can acquire this ability. How? Send coupon for my **free** booklet.

The Dickson System has been highly recommended by Elbert Hubbard, Professor David Swing, Dr. Latson and many others.

Send this coupon for my free book (or a postal will do)

Prof. Henry Dickson, 938 Auditorium Building, Chicago

Send me your free booklet, "How to Remember"

NAME \_\_\_\_\_

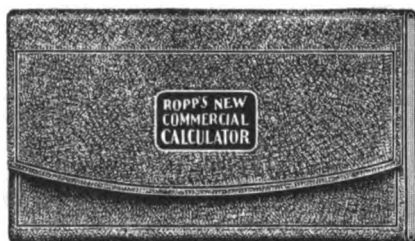
ADDRESS \_\_\_\_\_

CITY \_\_\_\_\_ STATE \_\_\_\_\_

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

Improved 1906 Edition, 160 Pages, 6½x3½ Inches

# ROPP'S New Commercial Calculator & Short-Cut Arithmetic



Is from beginning to end a greatly improved, enlarged and thoroughly revised publication. It contains an entirely new system of unique Tables, Short-Cuts and up-to-date Methods. It is unquestionably the most complete, useful and comprehensive Calculator ever published. It has more than twice the matter, scope and capacity of Ropp's former editions, of which

## Nearly 1,500,000 Copies Have Been Sold

It is the most convenient and practical Labor-saving work ever used in the business world. It will make every one independent, sure and self-reliant in all practical calculations. It will prevent mistakes, relieve the mind, save time and labor, and often loss and trouble. Its Tables are adapted to all the trades and occupations in the city and country, and *Show the Answer as Quickly as a Watch Shows the Time.*

It also explains and simplifies the *principles* of Arithmetic, Mechanics and Mensuration. It will make the study and *use* of Figures *easy* and interesting for young and old. It will enable every progressive mind to become an expert, sure and *rapid* calculator. It will prove a boon to all whose education in arithmetic has been limited or neglected. Its 48 new cuts clearly illustrate the elements of Mechanics and Mensuration. It defines about 70 points in "Commercial Law" which every man and woman should know. It is the result of devising, and improving system after system; of spending thousands of dollars in experimenting; of making millions of miscellaneous calculations, and of doing some vigorous thinking during 38 years, by an analytic, practical and preserving mind. It is especially designed for Farmers, Mechanics, Business and Professional Men, Bankers, Manufacturers and Dealers in Grain, Stock, Cotton, Coal, Lumber, Produce, etc.

|                                                                                |        |
|--------------------------------------------------------------------------------|--------|
| OFFICE EDITION—9½ x 5¼ inches—Cloth binding, gold stamp, large type.....       | \$1.00 |
| POCKET EDITION—6½ x 3¾ inches—Cloth, with pocket, flap and silicate slate..... | .50    |
| Leather, with pocket, flap and silicate slate, gilt edge.....                  | 1.00   |
| VEST POCKET EDITION—5¼ x 2¾ inches—Cloth, round corners, red edges.....        | .35    |
| Leather, gold stamp, burnished edges.....                                      | .50    |

*The Standard for Store, Farm,  
Bank or Factory*

## Sheldon University Press, Libertyville, Ill.



# How to Increase Your Mental Wealth at Small Cost—

**T**O BECOME a better Speaker of Words—and to be a scientific salesman one must know how to speak wisely and well—one should have a thorough acquaintance with the great classics of literature.

¶ *The Caxton Brochures* are exquisitely printed in two colors on high-grade paper—protected with a heavy cover—tied with silk—brightened with a special portrait of the author by Hillberg—and possess the great merit of fitting the pocket both in size and price.

¶ By special arrangement we have secured a limited quantity of these beautiful Brochures and while they last they will be sold for Fourteen Cents each or Ten for One Dollar.

¶ Of course you know we wrap all our goods with Satisfaction—which means that you can have your money back absolutely without question if you are not perfectly satisfied.

## *The Caxton Brochures*

¶ A collection of Little Masterpieces, published one each month, by the Caxton Society, the aim being to present the most significant essays and short stories by the world's best authors, in a form that will appeal to all bookish people.

No. 1—CHARLES LAMB'S ESSAY, "A Dissertation upon Roast Pig," also "Detached Thoughts on Books and Reading."

No. 2—RALPH WALDO EMERSON'S "Essay on Compensation."

No. 3—"THE CHINESE PHILOSOPHER'S SON," by Oliver Goldsmith. This number is now out of print.

No. 4—"BIBLIOPHILE AND BIBLIOMANIAC," by Henry Houssaye and Henry Ward Beecher.

No. 5—"COLLECTANEA," being certain verses written by Rudyard Kipling.

No. 6—"POOR RICHARD'S ALMANACK," Shrewd wit of Benjamin Franklin as compiled by himself. With facsimile reproductions.

No. 7—"HENRY DAVID THOREAU, His Character and Opinions," by Robert Louis Stevenson.

No. 8—"BACON'S ESSAYS," being those contained in the first edition, published in 1597. With facsimile reproductions of some of the pages.

No. 9—"WISDOM OF CHESTERFIELD." Being extracts from letters of the Earl of Chesterfield to his son.

No. 10—"LOVE LETTERS OF HENRY VIII TO ANNE BOLEYN." The authentic love letters of a real king.

No. 11—"RUBAIYAT OF OMAR KHAYYAM," by Edward FitzGerald. This is a careful reprint of the first edition, introduction and notes.

No. 12—"SELF-RELIANCE," by Ralph Waldo Emerson. "Let a man know his worth, and keep things under his feet."

No. 13—"WILL O' THE MILL," by Robert Louis Stevenson.

No. 14—"RABBI BEN EZRA," by Robert Browning. This number contains a special analysis and study.

No. 15—"THE LEGEND OF SLEEPY HOLLOW," by Washington Irving.

No. 16—"THE ATHEIST'S MASS," by Honore de Balzac.

No. 17—"ODES OF ANACREON," as translated by Thomas Moore.

No. 18—"EVERYMAN," the great Morality Play. Facsimile reproductions from old editions.

No. 19—"ADDRESS ON ARTS AND CRAFTS," by William Morris.

*We believe these Brochures are a little better than anything ever before attempted in special editions at a popular price. The numbers now ready are No. 1 to 19, inclusive; and with exception of No. 3 which is out of print. We will supply them at fourteen cents each, or ten for one dollar.*

## Sheldon University Press, Libertyville, Ill.

DEPARTMENT 87



**E**FFICIENCY  
of Service is  
impossible without  
Reliability, which  
is born of a develop-  
ment of the positive  
feelings. —*Sheldon*



JULY, 1910

AUG 5 1910

*Gen. Lib.* PRICE 20 CENT

# *The* BUSINESS PHILOSOPHER



ARTHUR·FREDERICK·SHELDON  
EDITOR

SHELDON·UNIVERSITY·PRESS  
LIBERTYVILLE·ILLINOIS



# Ginger Talks

235 PAGES—15 FULL PAGE CARTOONS

## Sales of Two Millions a Month

The Course in Salesmanship that Built Them for the National Cash Register Company

## Yours for Two Dollars

**T**HINK of a course in practical salesmanship, written straight out of the heart of the greatest selling organization in the world, by a Director of that organization; a course that does not merely describe the selling system of this colossal concern—but IS THAT ACTUAL SYSTEM ITSELF—the word for word Ginger Talks of that world famous company to its 1,000 salesmen—the verbatim coaching, the exact specific instruction, the very selling pointers and arguments and inspiration and enthusiasm that built up, through those 1,000 red-blooded salesmen, a business of over two million dollars a month in monthly sales.

*The Pabst Co. bought it for its 1800 salesmen. The Quaker Oats Company invested \$450 in it. 1682 other giant concerns have taken it for their entire sales forces, many taking from 100 to 1000 each.*

Ask us to send you a list six feet long of these concerns which employ nearly 50,000 salesmen

**G**INGER TALKS are a complete text-book of instruction and pointers on the art of selling goods. They simplify the whole of practical salesmanship; make clear with wonderful illustrations and exact explanations how to make approaches, how to secure attention, how to create desire, how to stimulate to immediate action and walk out with the order. They tell the salesman how to turn enmity into friendship, cold indifference into eager interest, casual inquiries into actual buyers, actual buyers into permanent customers. They touch on a thousand salesmen's difficulties and perplexities and show a way out of each one.

**G**INGER TALKS is the only business book ever written that is as brilliant and fascinating in style and has the same human interest as George Ade's "Fables in Slang," Billy Baxter's Letters," or Mr. Dooley's famous conversations with his friend Hennessy. The sentences are crowded with epigrams, sharpened with penetrating wit, lighted up with humor, and made fairly alive with the tones of a masterful personality. It is this wonderful combination of solid instruction and brilliant expression—"beef-steak nutriment and champagne style" that has brought Ginger Talks their tremendous sales.

### SEND YOUR GINGER

SHELDON UNIVERSITY PRESS, Libertyville, Illinois.

I am enclosing Two Dollars. Send me a copy of Holman's "Ginger Talks."

Name.....

Address..... State.....

You can enclose \$3.50 and receive a copy of Ginger Talks and The Business Philosopher for one year

ARTHUR F. SHELDON  
EDITOR-IN-CHIEF

# CONTENTS

ARTHUR W. NEWCOMB  
MANAGING EDITOR

SHELDON'S BUSINESS PHILOSOPHER AND SALESMANSHIP

JULY, 1910

|                                                            |                     |
|------------------------------------------------------------|---------------------|
| AERIAL PHOTOGRAPH OF SHELDONHURST.....                     | <i>Frontispiece</i> |
| EDITORIAL .....                                            | 387                 |
| <i>By A. F. Sheldon</i>                                    |                     |
| FELLOWSHIP .....                                           | 394                 |
| <i>By James Whitcomb Riley</i>                             |                     |
| MAKING A LIBRARY A PRODUCTIVE FORCE IN AN INSTITUTION..... | 395                 |
| <i>By Arthur W. Newcomb</i>                                |                     |
| THE STORY OF SAM ADAMS.....                                | 399                 |
| <i>By C. R. Trowbridge</i>                                 |                     |
| GLEANINGS FROM BUSINESS FIELDS.....                        | 401                 |
| <i>By Thomas Dreier</i>                                    |                     |
| ADVERTISING AND SELLING CAMPAIGN OF AN UNDERTAKER.....     | 403                 |
| <i>By W. E. Gerry</i>                                      |                     |
| THE CONFESSIONS OF A PUTTERER.....                         | 405                 |
| <i>By a Sheldon Student</i>                                |                     |
| THE QUESTIONS OF SOCRATIC.....                             | 407                 |
| <i>By Arthur W. Newcomb</i>                                |                     |
| THE HUMAN POWER PLANT AND ITS SCIENTIFIC DEVELOPMENT... .. | 415                 |
| <i>By Robert C. Hopkins</i>                                |                     |
| LETTERS OF A SALES AND ADVERTISING MANAGER.....            | 417                 |
| <i>By George H. Eberhard</i>                               |                     |
| THE FIRE LOSS IN AMERICA—HOW TO REDUCE IT.....             | 421                 |
| <i>By C. R. Lippmann</i>                                   |                     |
| SMALL CHANGE FOR THE MENTAL CASH REGISTER.....             | 426                 |
| <i>Minted by Dr. W. A. Mackenzie</i>                       |                     |
| LEAVES FROM MY ORDER BOOK.....                             | 429                 |
| <i>By Morton Mayne</i>                                     |                     |
| NATURE'S LAWS FOR KEEPING YOUNG AND VIGOROUS.....          | 433                 |
| <i>By H. Lindlahr, M. D., D. O.</i>                        |                     |
| TIE YOUR ADVERTISING UP TO YOUR PROSPECTIVE CUSTOMER.....  | 437                 |
| <i>By Edward Booth</i>                                     |                     |
| HOW RETAILERS SHOULD MEET MAIL-ORDER COMPETITION.....      | 441                 |
| <i>By George H. Eberhard</i>                               |                     |
| EVOLUTION OF THE SALESMAN—THE BEGINNER—HIS LIMITATIONS     | 443                 |
| <i>By James D. Kenyon</i>                                  |                     |
| THE VIEWPOINT IN ADVERTISING AND WHAT DETERMINES IT....    | 445                 |
| <i>By Frederick W. Pettit</i>                              |                     |
| THE PHILOSOPHER AMONG HIS BOOKS.....                       | 447                 |

¶ Two dollars a year will bring the magazine to anyone in the United States or its possessions, \$2.25 in Canada, and \$2.50 in foreign countries. Requests for "change of address" *must* reach this office before the tenth of the month in order to insure the *proper* mailing of the current issue of this magazine. In sending in the new address please give your previous location.

Published by the Sheldon University Press, Libertyville, Illinois

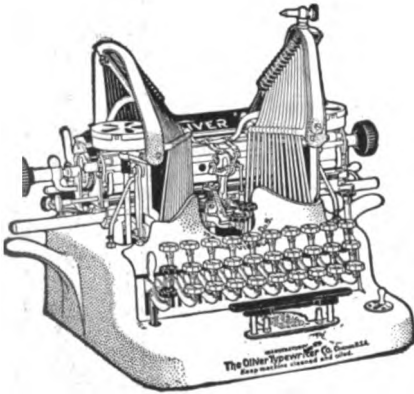
Entered as Second-Class Matter, December 15, 1908, at the Post Office at Libertyville, Illinois, under Act of March 3, 1879. Copyrighted by Sheldon University Press.



# Seventeen Cents a Day Buys an Oliver Typewriter

This amazing offer—the New Model Oliver Typewriter No. 5 at 17 cents a day—is open to everybody, everywhere.

It's our new and immensely popular plan of selling Oliver Typewriters, on little easy payments. The abandonment of *longhand* in favor of clean, legible, beautiful *typewriting* is the next great step in human progress.



Already—in all lines of business and in all professions—the use of *pen-and-ink* is largely restricted to the writing of *signatures*.

Business Colleges and High Schools, watchful of the trend of public sentiment, are training a vast army of young people in the use of Oliver Typewriters.

The prompt and generous response of the Oliver Typewriter Company to the world-wide demand for *universal typewriting*, gives tremendous impetus to the movement.

The Oliver, with the largest sale of any typewriter in existence, was the logical machine to take the initiative in bringing about the *universal use* of typewriters. It *always* leads.

## Save Your Pennies & Own an Oliver

This "17-Cents-a-Day" selling plan makes the Oliver as easy to *own* as to *rent*. It places the machine within easy reach of every *home*—every *individual*. A man's "cigar money"—a woman's "pin-money"—will buy it.

Clerks on small salaries can now afford to own Olivers. By utilizing spare moments for practice they may fit themselves for more important positions.

School boys and school girls can buy Olivers by saving their *pennies*.

You can buy an Oliver on this plan at the regular catalog price—\$100. A small first payment brings the machine. Then you save 17 cents a day and pay monthly.

And the possession of an Oliver Typewriter enables you to *earn money to finish paying for the machine*.

### Mechanical Advantages

The Oliver is the most highly perfected typewriter on the market—hence its 100 per cent efficiency.

Among its scores of conveniences are:

- the Balance Shift
- the Ruling Device
- the Double Release
- the Locomotive Base
- the Automatic Spacer
- the Automatic Tabulator
- the Disappearing Indicator
- the Adjustable Paper Fingers
- the Scientific Condensed Keyboard

### Service Possibilities

The Oliver Typewriter turns out more work—of better quality and greater variety—than any other writing machine. Simplicity, strength, ease of operation and visibility are the corner stones of its towering supremacy in

- Correspondence
- Card Index Work
- Tabulated Reports
- Follow-up Systems
- Manifolding Service
- Addressing Envelopes
- Working on Ruled Forms
- Cutting Mimeograph Stencils

Can You Spend 17 Cents a Day to Better Advantage than in the Purchase of this Wonderful Machine

Write for Special Easy Payment Proposition or See the Nearest Oliver Agent

The Oliver Typewriter Co., The Oliver Typewriter Building Chicago, Illinois

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# Ring the Bell Every Time

**WHAT** is it worth to you to be able to ring the bell every time you strike for a customer's order? What is it worth to you to be able, when he puts forth an objection, to knock that objection sky high with the irresistible force of a selling argument that has been tried and proven by the best salesmen of the best concerns in the world—concerns whose names are household words by reason of the enormous sales these very selling arguments have brought them?

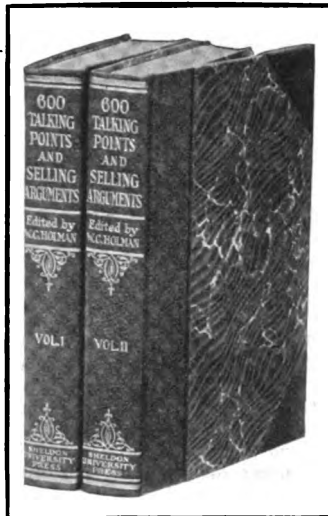
## What is it Worth to You:

—To know in advance the objections your prospect will make and the best answer to each that has ever yet been discovered.

—To have a number of answers (in some cases as many as twenty to thirty) to each objection—all irresistible—600 irresistible selling arguments?

—To know that every one of these arguments has been evolved by years of hard experience—improved and made stronger by constant successful use?

—To know that many of these arguments cost thousands of dollars in experience before they were discovered and perfected—and that many of them have sold millions of dollars worth of goods?



## Every Page Coinable Into Money

A chemical formula written on the back of an envelope may be worth a fortune; a few figures giving the combination to a safe may unlock a door with millions behind it. Every page of this book contains a selling formula that you can coin into ready money. Every one of these 600 irresistible arguments opens a door that will lead you to more sales and more commissions. You could well pay, if you had to, a greenback for every page of this book; but the cost to you is slight.

**Sign This Coupon** —Can you afford to pay one-half cent for an argument that has sold thousands of dollars worth of goods—an argument whose discovery cost hundreds or even thousands of dollars in time and experience and actual money of star salesmen and great concerns.

—An argument that will surely close sales for you—that may clear you a hundred dollars in commissions the first day you use it, and hundreds or even thousands of dollars as you use it over and over again, throughout the entire year and for years to come.

Can you afford to pay one-half cent for what is worth anywhere from \$10.00 to \$1,000.00 in actual money-making power to you?

## Then Sign This Coupon and Mail Today

THE SHELDON UNIVERSITY PRESS, Libertyville, Illinois

Enclosed please find \$4.00 for your Two Big Volumes of Six Hundred Talking Points and Selling Arguments.

Name.....

Address, etc.....

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# Did you ever see a proud office clerk?



Did you ever see a man spending his years in pushing a pen over a lot of books or holding down some routine office job, *proud* of his position?

Did you ever see one proud to have you know that he was just a clerk?

There *are* such men, but they are satisfied with a small success; they are not the men of ambition, who long to be bigger men.

There are today thousands of good men who are ordinary clerks, who wish they were not—men who want to be far more than that.

But yet they keep on plodding, thinking that if they stay with it long enough, something will surely turn up. And the truth is it seldom does.

If you think long years of *toil alone* will make you a big success, you are not in tune with present day methods.

You must concentrate ten years—fifteen years, even twenty years' experience into a few months of study at home. And the men who are doing this are the men who are winning.

If you want to move ahead quickly, be more than just a clerk, *get dissatisfied*—and then get in touch with *The Sheldon School*.

By a few hours of home study each day it will bring out the success qualities which you and every normal man possess and fit you for the big things in business.

You want to read the interesting literature we'll send you without a penny of cost, if you simply mail this coupon with your name and address—*now*—this very day.

## A Personal Word from Mr. Sheldon

Any work an office clerk may be doing, provided it be honest, is worthy our esteem. All praise to a good man who makes good keeping books or being a clerk. But goodness alone doesn't go far in business. Ability, plus Reliability, plus Energy, plus Action—that is the quartet which reaches the harbor of big returns. Hundreds of good men need only a little training to lead them on to great achievement. And most any man can be a "100 point" force in business by coupling what he already has with what he can get in Sheldon School Training. The question is, how soon are you ready to start?

A. F. SHELDON.

I want to read your Free Literature and The Sheldon Book.

Name \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_

## The Sheldon School

998 REPUBLIC BUILDING

CHICAGO.

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# Are You One of the Fortunate Company of Live Ones? : *by the Sergeant-at-Arms*

**T**HEY are coming! Reservations are pouring in from nearly every state in the Union, from Eastern and Western Canada, from England, and Australia, and South Africa.

Who are they.

Live, wide-awake, ambitious business men, merchants, salesmen, professional men, advertising men, executives, clerks, accountants, and their wives and families.

Whither do they come?

To the Sheldon Summer School, which is being prepared for them on the shores of beautiful Lake Eara, at Sheldonhurst, Libertyville, Illinois.

When are they coming?

The session of the Summer School is from Wednesday, July 27, 1910, to Tuesday, August 9, 1910, inclusive.

And what is the Sheldon Summer School?

A school with two purposes:

First to give its students the personal instruction of Mr. Sheldon and his corps of assistants in man building, business building, salesmanship, advertising, character analysis, and other practical business sciences and arts.

Second, to give everybody on the grounds the time of their lives socially, in outdoor games and sports, and in the communion with Nature in lake, ravines, hills, meadows, forests, and open sky.

The whole school will be in camp.

Chicago, bristling with object lessons in business building, is only thirty-five miles away.

Ravinia Park, with its amusements, its music and drama, is only a half hour's ride from Sheldonhurst.

We are getting ready to feed you, too, in a way that will be in keeping with the healthy appetite you will bring to the table from your studies and frolics.

Will you be there?

You think I'm making this pretty strong—at least I want you to think so. I only wish that I could make it stronger. But just to show you that I am within the truth, I'm going to call a few witnesses. You see we held the first session of the Summer School last year, and we had a goodly company of the best people on earth there. What they thought about the School you can tell from these letters, which are just samples of the dozens that were written:

## **“Measure Was Heaped up, Pressed Down, and Running Over”**

Here is a whole handful of jewels from J. M. Lancaster, of Franklin, Nebraska:

You gave more than we expected. The measure was heaped up, pressed down, and running over. I believe I got more enjoyment and general growth—A R E A development—than I ever experienced before in many times that length of time. The instruction given on any one of half a dozen different topics was worth the whole cost. Especially was this true regarding expression.

That covers the ground pretty thoroughly. You will feel the same



## THE BUSINESS PHILOSOPHER

way about it after you have attended this summer's session.

### The Power of the Teacher

Here is what Mr. Charles H. Dayton, manager of the Inter-State Manufacturing Company, of Chicago, wrote to a friend in London about Mr. Sheldon, who is the principal instructor at the Summer School:

Without doubt, Mr. Sheldon is possessed of the power to impress his personality upon the people with whom he comes in contact in a greater measure than almost any other man I ever met.

It is not necessarily eloquence, but intensity of thought and earnestness of purpose, coupled with his simplicity of character, his gentleness of personality, the poise of his movements. He is a man of power.

### "The Value of the Personal Touch"

Here is what Mr. C. G. Norris, of Toronto, Canada, has to say about the personal instruction received at the School last summer:

The course of instruction was chock full of information and inspiration to me. You made the Science of Business clear and complete. You brought us up to date in the latest developments of your philosophy. You gave us many special things, fine points, side lights, that I realize could not be included in a printed course of

instruction. Finally, what seems to me most important, we had the privilege and advantage of two weeks' personal contact with the author and finisher of our faith in science as applied to business.

Will you be there?

When the crowd scampers off, laughing and joking for the morning plunge in the lake, will you be one of them?

When, three times a day, the jolly company meets at the dainty but plenteous table, will there be a place for you?

When everybody rounds up at the big tent and learns from the best authorities in the country how to do more business and do it at a bigger profit, how to make that bigger business permanently increasing, will you be on hand?

When the base ball, basket ball, tennis, and croquet games are in full swing and the air is ringing with their happy music, will you be one of the players?

When the wind sweeps across the lake and the water roars under the prow of the sail boat; when the fish are biting good, when the bunch goes off for a canter on Art Koon's saddle horses, when the moonlight sifts through the trees and the hammock is swung, will you be in on the fun?

When the camp fire is roaring and the crowd gathers for stories, songs, music, experiences, and good fellowship, will you have a part in it?

When the orchestra strikes up and the dancers swing



MOONLIGHT ON LAKE EARA

## THE BUSINESS PHILOSOPHER

out on the polished floor, will you trip the light fantastic toe with the rest of us?

When it's all over, and the students are going back to their work; when everybody is saying, "I never had a better and more profitable time in my life"; when with new strength, fresh vitality, greater knowledge, more ability, stronger reliability, tougher endurance, and more effective action, they begin to serve better and make bigger profits, will you be one of those who will say, "I wouldn't have missed it for a thousand dollars"?

You will?

Then you will have to get busy and let us have that reservation of yours very soon.

There will be room for all who come, if the applications are received in time, but the indications are that the attendance will be so large that it will be necessary to close the enrollment books early in order to prepare for those who are coming.

### Make Your Reservation Now

Tuition, tent, and board will be forty-five dollars. For shorter periods, three dollars and seventy-five

cents a day. Children under fourteen years, half price. The payment for tuition by the head of the family includes the other members. Board at the big table and a good tent will be ten dollars a week for those not paying tuition.

Boats furnished free.

Art Koon's famous saddle horses, seventy-five cents for the first hour; forty cents for each additional hour. Single buggies, one dollar for the first hour; seventy-five cents for each additional hour.

The Sheldon Summer School session for 1910 opens on Wednesday, July 27, and closes on Tuesday, August 9.

Make your reservation now, if possible. Anyhow, send it in just as soon as you can decide to come, so that a tent may be provided for you, and a plate laid for you at the table.

Bring your old clothes, tennis racquet, fishing tackle, walking shoes, riding habit, camera, swimming suit, mandolin, guitar, good appetite, a merry heart, family, and congenial friends.

Use this coupon in making your reservation:

SHELDON SUMMER SCHOOL, ..... 1910  
Libertyville, Illinois,

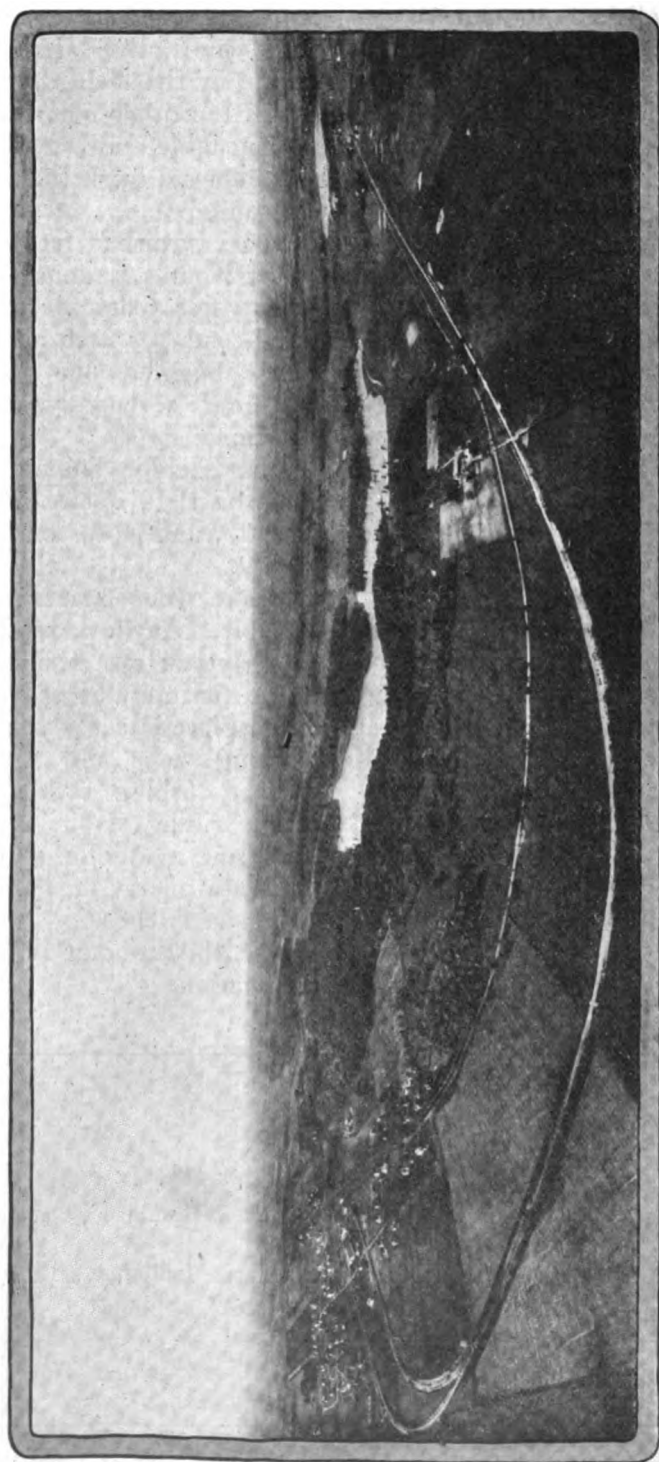
Make reservation for.....persons in a good tent, also a place at the table.

Men.....Women.....Children.....

Name.....

Address.....

SEND FOR OUR BEAUTIFUL PROSPECTUS



**AERIAL PHOTOGRAPH OF SHELDONHURST AND LAKE EARA**  
**TAKEN FROM A KITE AT A HEIGHT OF TWO THOUSAND FEET**

# The Business Philosopher

A. F. SHELDON, EDITOR

VOLUME VI

JULY, 1910

NUMBER 7

## On the Front Porch

*Where We Talk Things Over*

**A** FEW years ago I spent several months in California.

While there I saw millions of acres of as fair and fertile fields, vineyards, orchards, and orange and lemon groves as grow beneath the shining sun. Grains, grasses, fruits, and flowers seemed fairly to leap from the soil and fill the air with beauty and fragrance—and the people's pockets with wealth.

Yet they told me that only a few years before, that smiling land had been a barren desert—an inferno of blinding glare, choking dust, scorpions and rattlesnakes.

"What has wrought the change?" I asked. "Irrigation?"

"Yes," was the reply, "water *and* people."

And then I was shown millions of acres more of desert—dry, gray, sullen. I rode through it for hours on the train.

"This land," a man told me, "is just as fertile as that you saw back there under cultivation. It will grow almost anything that grows anywhere. It will grow most things better than they grow anywhere else."

"Well, why don't they cultivate it?" I asked. "Can't they get the water on it?"

"Oh yes, there is an abundance of water. But we want people."

"Well, then," I said unto my guide, "why don't you get the people? Surely there must be millions in this country who would think that they had died and gone to heaven if they could live in this climate of eternal springtime, in the midst of a profusion of fruits and flowers, and be as happy and prosperous as those people back there in the Valley."

"We are doing all we can to get the people," he said. "But I guess they must think that it is too good to be true. Or perhaps they lack the enterprise to make the move from the cities where they are herded worse than cattle, or hogs, and starved and kicked about."

I thought a good deal about that for awhile. Then I answered and said unto the man:

"But how are the people to get from the distant cities here, if they are starved and oppressed. They can't walk all the way."

"They could find a way if they wanted to come," was the reply. "Thousands of them do. The poorest peasant or beggar in Europe can find a way of getting across the Atlantic to the shores of America.

Chinese and Japanese paupers find their way across the Pacific to this state. People can always migrate when they have the enterprise."

"But what would become of them if they landed here without money? Wouldn't they be worse off than they were before? They would have to buy this land before they could cultivate it, wouldn't they?"

My guide looked at me in pity.

"Don't you know," he asked, "that the dairymen of California are losing hundreds of thousands of dollars because they can't get enough help to milk their cows? Don't you know that tons of good fruit rot on the ground every year because the growers can't get help to pick and pack it? Don't you know that there is a dearth of almost every kind of human labor—except clerical—on this Coast?"

I had to admit my ignorance. But my informant was well warmed up by this time. He went on:

"I can show you a dozen fat and prosperous ranches within a half-day's walk from the town where I live, owned, clear of all debt, by men who came here a few years ago without one cent to rub against another. I can show you properties that are now paying clear incomes of thousands of dollars a year, bought by their present owners on time, and paid for out of the first year's crops. I know plenty of men who came here a few years ago, worked two or three seasons as ranch hands, and saved up enough money to make the first payment on a ranch of their own. They are riding in their own automobiles today.

"But those golden days are gone,

aren't they—all those plums have been plucked long ago?"

"Don't you believe it! There are better opportunities right in this state today than there ever were before."

"But," I objected again, "it takes capital to develop these lands. And the people from the city slums haven't the capital."

"There's where you are mistaken. People are vastly more important than capital. Besides, there's plenty of capital ready, willing, eager to do its part if only the people would come and do theirs."

THAT WAS California a few years ago. They tell me the situation is the same out there today.

I read that Florida, Texas, Oklahoma, Colorado, Utah, Nevada, New Mexico, Arizona, Oregon, Washington, and Idaho are likewise sending up a call for people. They have resources of untold wealth, but need people to develop them.

From Western Canada, the new granary of the world, comes a similar cry.

Mexico comes to the front and makes her bid, too—especially the west coast of that wonderful country.

I read, recently, that there were millions of square miles of virgin soil in Australia, with one of the finest climates in the world and plenty of rainfall, waiting for nothing on earth but people.

A vast empire is opening up in our own Alaska.

Even New England, the reputed region of worked-out and abandoned farms, now offers big opportunities to the enterprising. It has been demonstrated that these same worn-out hillsides can be made to pay big profits

by scientific and intensive farming. The same thing is being proved true in all parts of the country. The science of agriculture has succeeded in teaching that there is more profit to be made from a few acres, intensively farmed, than from a vast domain tilled by the old methods. That means a revolution—no, I mean an evolution. Where one family formerly worked itself to death to get a bare living off of one hundred and sixty acres, sixteen families will grow prosperous on ten acres each.

And all these lands spell opportunity for hundreds of millions of people.

---

ARMOUR STARTED in life as a butcher's "boy." Rockefeller began as a clerk at two dollars a week. James J. Hill was a deck-hand and freight-handler in the days of his youth. H. H. Rogers was a grocer's delivery boy. Harriman began as a clerk in a railroad office. Vanderlip was a newspaper reporter. Sir Thomas Lipton was a grocer's errand boy. Andrew Carnegie earned his first pennies by delivering telegraph messages. None of them had any "luck," any "pull," any advantage over any other boys of their time—except such as was in their own characters.

But, some people tell us, the day of such opportunities is gone forever. Big Business has hogged the whole thing, now. The best you can hope to do is to be a well-paid slave of Mammon.

But I have told you of independence and prosperity beckoning to humanity with open arms, from millions of unoccupied—or only half-

occupied—acres, right at our very doors.

But, you may object again, not everyone can be a rancher or a farmer.

Granted. Let us take a little closer look at business and the professions.

Begin at the bottom. Look around you. Try to count the well-to-do business men still under forty who began with nothing but their own good hands and brains. I, personally, know so many that I can't count them.

The fact is, there is so much ignorance and laziness still clogging the wheels of progress in the business world that a young man who is willing to take the trouble to develop his qualities of industry, initiative, judgment, memory and imagination, has more opportunities pressed upon him than he can begin to grasp.

Last month, in our talk on the Front Porch, we had something to say about the inertia of many business men—of their unwillingness to take the trouble to learn the science of business. I quoted from various authorities who made the charge sweeping in its scope.

What does that mean to you, Brother Man?

Think it out to its conclusion.

Go into any ten retail stores, anywhere. How many of them are clean, up to date, and appear well managed? In how many of them do you get good service?

What does that mean to you?

Read the answer in the tenth store—the store where everything is clean and snappy, where there is an air of efficiency, where you get real service.

That is the one store in the ten

that is making money. The others are making a living—perhaps.

And inquire about the proprietor of the prosperous store. Started in as a clerk, worked and studied night and day, cut out the cheap pleasures so that he would have more time and money for self-improvement? I thought so.

He had no time to whine around the street corners telling how Big Business had hogged all the opportunities and made us a nation of slaves.

But, you may object again, everyone can't be a retailer in some small city or village.

Granted again.

Hugh Chalmers is still a young man. He began his business career as an office boy. Today he is at the head of one of the most successful manufacturing institutions in the world. And he made his success by hard work and constant self-improvement.

I do not need to multiply examples. Look around you in the manufacturing world. Young men everywhere in the highest positions! Young men as owners and proprietors!

There's Mix, head of the Dodge Company, down at Mishawaka, Indiana. Every poor boy in America has just the same opportunity today that Melville Mix had when he started in at five dollars a week in the Dodge plant—the opportunity to work hard and improve himself.

Improve *himself* I said.

There's the secret.

BUT LEAVE the business world, and let us take a look at the professions.

The churches are pleading for more men to enter the ministry. So eager are they for them that they offer to educate them free.

The medical schools are advertising that more doctors are needed to treat sick folks and teach well people how to take care of themselves. Did you ever know a good doctor who was not driven almost to death with patients?

A dentist told me, not long ago, that he could do just five times as much business as he was doing if he could only get competent assistants. You know yourself that you have to go days beforehand to get an appointment with a good dentist.

Let a young lawyer show that he is able, reliable, and can get action. How long is it before he is hiring clerks to help him take care of his business? Look around you and see. Representatives of the big corporations haunt the colleges of engineering, trying to make contracts with the best of the senior class students before they graduate. I've seen it done.

The English speaking world is reading more today than ever before. And there is a greater demand for writers and editors—with greater rewards offered.

Take the stage and playwriting. The opportunities are legion. Almost every season sees men and women emerging from obscurity into fame and wealth.


Turn where you will. Throw your searchlight upon every avenue of human endeavor. There you will find the opportunities seeking for men and women who are willing to take the trouble to prepare themselves for *service*.

All the biggest successes in all these activities were poor boys and girls yesterday.

But they didn't bemoan their sad lot. They didn't sit down and wish that they had been born rich instead of beautiful. They didn't envy the rich and froth at the mouth over their own "wrongs." They didn't have time for any such foolishness.

Neither did they sit down and wait for a "lucky" chance to fling them to the crest of the wave of riches and fame.

You know what they did. Their stories have been told in thousands of newspapers and magazines. You have seen the rise of many of them yourself.

As Lafayette Young says, "it was by hard work and sticking to it." 

---

SEE THAT "down-and-outer."

He is getting old and gray. He is haggard and hopeless. When there is a big snowfall, he gets a few hours' work helping to clean the streets. When some extra force of men is wanted somewhere for the commonest kind of labor, he is on hand to get a few days' work at a pittance.

When none of these windfalls come his way, he is in the bread-line at midnight, and sleeping in corridors and the city parks.

He is one of the "great army of the unemployed."

But where was he twenty years ago?

With very few exceptions, he was making good wages and spending them in "having a good time," while the man who now dashes past him in an automobile was sitting in his hall bed-room, wrapped in quilts to

keep out the cold, and studying by the poor light of a cheap oil lamp.

He was wearing good clothes and living well when the man with a big house up on the boulevard was making the best of his father's cast-off clothing and saving his money to buy books.

He was always too tired, or too busy, or too sick, or feeling too full of life, or getting along too well, or too old, or too young, or too stupid, or too smart to study. Anything for an excuse.

He couldn't see any sense in all this rot about improving oneself—what he wanted to do was to make money.

Or, perhaps, he did plenty of studying, but the time was never just right for him to make any application of what he learned. He knew well enough that he ought to develop habits of speed, accuracy, punctuality, enthusiasm in his work, initiative, and concentration. But he was always "going to."

Or there may have been any one of several other ways in which he failed to "work hard and stick to it," always improving himself with the idea of rendering more and better service.

The law holds good:

"He profits most who serves best."

---

AND NOW, let us connect all this up with our talks in the May and June numbers of THE BUSINESS PHILOSOPHER.

You remember the argument. In the May number we found that the business world had the means and the power to mould society, governments, and individuals to its will; that, with the concentration of



wealth, there was danger of great poverty; and that neither Business nor the race could afford poverty.

In the June number, we found that Business was conservative; that it moved slowly in making changes; and that, while prudence was good, stagnation in old ruts was bad.

In both numbers we reached the conclusion that education is the great solution of the problem.

Now, in the light of what we have been talking over here, look again at education.

Suppose that the business world grasps the meaning of the opportunities in the land, in business, and in the professions.

Suppose that, controlled by business men, the state were to educate boys and girls from their babyhood to fit themselves to leap into these opportunities and make the most of them. And when I say educate, I do not mean simply put them through a fixed course of mental fodder and gymnastics. I mean to show them how to develop the latent powers of the intellects, their feelings, their wills, and their bodies; to inspire and encourage them by precept and example—to go at it scientifically to make able, reliable, enduring men and women of them, strong in initiative and action, powerful in self-control.

Suppose these barren acres all over the world were to blossom and bear fruit under the skillful, scientific cultivation of people thus educated.

Suppose the millions of employees in the factories of the world were men and women thus educated.

Think of every retailer and retail salesperson striving in the power of

that kind of education to render their customers the very highest service.

Imagine the men and women of the professions, able, reliable, and strong in endurance and action.

Picture what the world would be if all the men of wealth and influence were thus educated and strove only to serve the race better and better.

Wouldn't there be an enormous increase in the aggregate of wealth produced, so that there would be much more for every human being?

Wouldn't there be a much more equitable distribution of that wealth, so that there would be no poverty anywhere?

I believe that day is coming.

Already I see the gleams of its dawn in the increased interest in education everywhere in the business world.

---

BUT MEANWHILE, what about the poor "down-and-outer"?

He is with us today. And, aside from being a brother who is in trouble and needing our help, he is a menace.

We have talked him over before, and decided that he is a poor producer, a scant consumer and poor pay, likely to be a criminal, pretty sure to be sick and not only spread disease but cost us a good deal to doctor and bury, full of discontent and unrest, and thus the victim of agitators and revolutionists.

But even he is not too old to educate. On the municipal farms near Cleveland, Ohio, and in many private institutions, it is being done. And the work, once begun will grow and spread.

The great social problem is not to make it easier for those who shirk,

but to teach them to work—to prepare for their opportunities, to see them when presented, and to grasp them like men.

Some of the agitators tell us that the great cry is "We don't want charity—we want a chance to work!"

Let me tell you something that I want you always to remember.

Burn it deep into the tablets of your heart—whatever they are. Anyhow, get it fixed somewhere in your consciousness so that it will never get away.

*This world is full of chances to work for the man who desires and is prepared to serve.*

And remember this—when I use that word serve, I mean the very highest usefulness of which you, through development of all your powers, are capable.

Millions of acres of land, thousands of mines, factories, stores and offices; unnumbered pulpits, courts, operating rooms, drafting rooms, studios, sanctums, rostrums, and

judicial benches are calling for men who can render service.

Opportunity doesn't knock timidly on your door and then vanish forever.

Opportunity bangs on your door with a club, shouts at you, pleads with you, cries for you, almost smashes the door in on you and drags you out.

But now is the time *for you*.

See that you do your part.

Opportunity will not go away. But the longer you wait, the less power you will have to get up and open the door—the less power to serve when you do get to work.

Your first care is to see that you have the desire to serve—then that you have the power to serve.

See to it that you are not traveling the rose-bordered path that leads to the fate of the "down-and-outer."

In the words of Goethe:

Are you in earnest? Seize this very minute;  
What you can do, or dream you can, begin it;  
Boldness has genius, power, and magic in it.  
Only engage, and then the mind grows heated;  
Begin, and then the work will be completed.



**P**LACE yourself in the middle of the stream of power and wisdom which flows into you as life, place yourself in full centre of that flood, then you are without effort impelled to truth, to right, and to perfect contentment.

EMERSON

---

## Fellowship

*By JAMES WHITCOMB RILEY*

**W**HEN A man ain't got a cent, and he's  
feeling kind of blue,  
An' the clouds hang dark and heavy, an'  
won't let the sunshine through;  
It's a great thing, O my brethren, for a feller just  
to lay  
His hand upon your shoulder in a friendly sort of  
way!

It makes a man feel queerish, it makes the tear-drops  
start,  
An' you sort o' feel a flutter in the region of the  
heart;  
You can't look up and meet his eyes; you don't  
know what to say,  
When his hand is on your shoulder in a friendly  
sort of way!

O, the world's a curious compound, with its honey  
and its gall,  
With its care and bitter crosses, but a good worl'  
after all;  
An' a good God must have made it—leastways that  
is what I say  
When a hand is on my shoulder in a friendly sort  
of way.

---

# Making a Library a Productive Force in an Institution : *by* Arthur W. Newcomb

*How They Use the Reservoir of Information at the  
Studebaker Bros. Manufacturing Company's Plant*

I WISH that the article I am now setting out to write might get to the man who pays the bills in every business institution in the English speaking world. Not because it is going to be a great article from a literary standpoint—although I wish I might write another such preachment as Hubbard's "A Message to Garcia." Not because I am looking for literary immortality, but because, once the business world gets hold of the sense of the lesson in this article, the wheels of progress will spin as never before—and they will spin to some purpose.

Fra Elbertus, in his great work, "A Message to Garcia," writes from the standpoint of an employer addressing employers. But what he says is for the instruction of the employee.

All he says is good. It is true. It has been the inspiration of millions. It has done much to make this world a better place to inhabit.

## What Have You Done?

But just listen to me talk to you employers on another aspect of the question.

The United States Government, for whom Rowan carried that Message to Garcia, spent several thousand dollars in educating him, at West Point, for his job.

How much have you spent, Mr. Employer, in educating the man you want to carry your message to Garcia?

Mr. Hubbard says:

"No man who has endeavored to carry out an enterprise where many hands were needed, but has been well-nigh appalled at times at the imbecility of the average man—the inability or unwillingness to concentrate on a thing and do it."

But how much has the employer done to educate the average man—to help him to develop ability and the willingness to concentrate?

The "weeding out process" goes on and on—has been going on for years. Yet

employers everywhere are growing gray and gnarled combating inefficiency.

The times call for something better, something more effective, than hiring and firing.

The men you have may be incompetent, but they are not hopeless.

They are human beings, and they repay more for cultivation than any other living thing on earth.

Men are not commodities, to be bought and sold, traded and "scrapped." They are bundles of possibilities, only awaiting development and realization.

The value of a man is not in his legs, his shoulders, his arms, or his fingers—it is in his mind.

"Oh, if they would only *think!*"

How many times have I heard employers groan this prayer for their employees. Well, the employers can help them to train their power to think.

## Signs of an Awakening

The business world is finding this out. The best and biggest concerns are spending money in the education of their employees—some of them, far-sighted, spending a great deal. Night schools, technical classes and clubs, correspondence courses, lectures, books, periodicals, trips to other factories and offices, and apprentice schools are among the things this money is paying for.

"Welfare work," while not all strictly educational, is all for the development of the positive qualities of the workers. And its profit making success has been so great that it is spreading rapidly.

Wide awake business men are studying education—they are interested in it. They are beginning to realize that it is a big factor in profit.

Just to show how much money, time, and trouble one of the most successful corporations in America is willing to expend on the brains of its employees, let me tell you about the Studebaker Library.

At South Bend, Indiana, at the foot of Lake Michigan, are the greatest wagon, carriage, and automobile factories in the world—those of the Studebaker Bros. Manufacturing Company.

#### Helping Employees to Use the Library

On the fourth floor of the administration building is the library, which is open every working day from eight o'clock in the morning until six o'clock in the evening. But it isn't just kept there and the doors kept open. The employees are urged

On the third page I find this:

Published weekly to carry to members of the Studebaker business family the latest and best on the manufacturing and marketing of the Studebaker products.

Suggestions from you will be welcomed. If you need a book, a magazine, or information that will help you in your work, send in your request to the library and, if not available, its purchase for the library will be considered. Every effort will be made to get the desired information. All suggestions of ways in which the library can be made more useful to you and others in the company will gladly be received by the librarian.

The library will not demand of you any additional sacrifice in your already busy life,



VIEW OF LIBRARY

to use it, and are given every possible help and encouragement to use it.

Chief among these aids is the "Studebaker Library Bulletin," a weekly magazine, published and circulated by the company. This is neatly and artistically printed on heavy paper, so that it will stand usage—for these Bulletins are something worth while. A file of them would be valuable in any office. You'll see why when I tell you what it contains.

On the front cover, under the title, is the legend:

The Studebaker Library. For the promotion of efficiency and usefulness of interested workers to themselves and Studebakers.

but will prove to be a time saver. You will soon learn that it will be a constant and indispensable adjunct to your work, getting for you in the shortest time the latest and best material on subjects in which you are interested.

Now here is something that every business builder ought to read. It is a leading article from this bulletin. And it contains a truth so important that I reproduce it here in full.

#### THE VALUE OF A LIBRARY TO THE BUSINESS INSTITUTION

A word as to the relationship of a library to a manufacturing interest will not be amiss in this initial issue of the Studebaker Library Bulletin.

The business library is a general clearing-house of information relating to all phases of the institution. Information gleaned not only

from books and magazines, but from every available source, should be gathered in a central place from which it can be disseminated to all departments and to every individual worker of the Company, if desired.

In the past, yes, even today (as the Commercial Library is a new activity in the business world), if a thorough search could be made throughout the institution, it would be found that in every department, in some way or other, an effort had been made to gather and file information for immediate use in promoting the interests of the business.

Reports and tests, secured frequently at great cost to the Company, are buried in one department, even at one individual's desk, available only to a limited number.

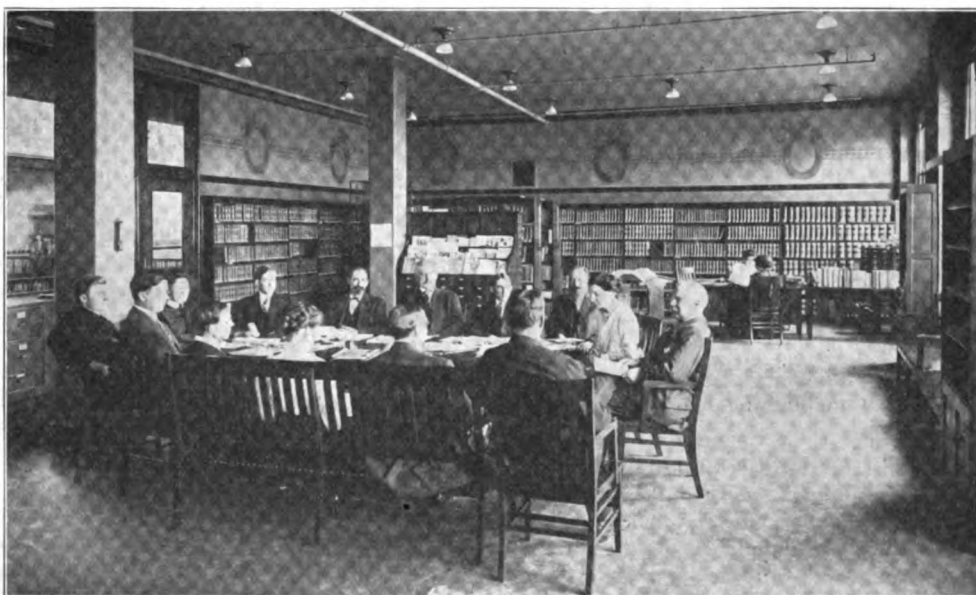
A man searching for valuable information

one system, a wealth of data that would otherwise be lost to the greatest good of the greatest number of people interested in the largest development of themselves and the Company.

#### What the Library Contains

Speaking of the library itself, the bulletin says:

At present the library contains, other than the above mentioned material, books of general interest, such as encyclopedias, indexes, technical dictionaries in various languages, books of statistics, trade catalogs and directories, road maps, atlases, city directories, etc. Newspapers from all parts of the United States are received in the library.



STUDEBAKER LIBRARY COMMITTEE IN SESSION

seen at some time in a magazine, a book, even a letter containing data and statistics, spends hours trying to run down such data, often to find that the last man to whom the information was sent never received it, which means that it is lost; consequently a lack of material of untold worth to the Company, because no central bureau is provided in which can be gathered, indexed, and filed every bit of information, that is and may be of use to the business.

The worth of the business library, from a financial standpoint is beyond calculation.

The library is best able to serve because it has gathered from all authoritative sources valuable information, because it is a central bureau where employees take matter that has helped them, and make known their wants for further help, because it keeps filed, according to

Here is something that will give you an idea as to the working value of the library:

If you have in your department reports made by employees of or belonging to the Company, that you do not need constantly for reference, kindly send them to the library, where they will be catalogued and made available for you as well as other employees.

The Studebaker library and the time of the librarians in charge are entirely at your disposal. If you want a book, a magazine, a catalog, telephone the library. If you want information of any sort, get into communication with the library, and if it cannot be found for you, it will be secured at the earliest possible moment.

In order that the library may be a strong, working, co-operative force, you are asked to

send to it all material that has helped you and that will be of value to the company. This means not only books and magazine information, but ideas that will tend toward its greater usefulness.

#### **Employees Help Make the Library a Success**

Following along the same general idea of co-operation, just look at this about the use of magazines:

#### **YOUR CO-OPERATION IS SOLICITED**

If, in looking over the periodicals sent to you, you find articles that interest you, and that you think will interest other employees of the Company, will you not kindly indicate same by marking with red ink or a red pencil, giving the name of the person or department to whom it would appeal? In this way articles will be included in the Magazine Index and you will have helped make the library a more efficient working force.

Please do not clip magazines. If you need to do this, kindly notify the librarian, who will provide you with a duplicate copy for this purpose.

If books or magazines are needed in a department for constant reference, as is necessary in some cases, they may be kept there after they have been through the proper channel, the library, for record and indexing. However, all material should be returned to the library as soon as it can be dispensed with so that it may be available for general use.

#### **A Valuable Magazine Index**

Following these general observations comes a list of the two hundred and eight business, technical, and popular magazines received regularly at the library. And then comes, what to us all is of the highest value if we could only get and use it every week—a topical index of the current magazines, giving titles of articles bearing on different phases of the company's business. An idea of the completeness of this index can be gained from the fact that it fills fourteen pages of the magazine.

That's a great library, isn't it, Mr. Employer?

Must help the Studebaker people to make bigger profits, don't you think? If it didn't, they would hardly be foolish enough to spend their good money for it—Studebakers don't do things that way.

#### **Some Practical Questions**

Now what are you going to do about it?

Think it all over carefully, not looking for excuses, not trying to find obstacles in

the way, but with a determination to do all in your power to gather and make available to your employees all the information about themselves and their work.

Just by way of something practical, what do you do with the trade journals that come to your office?

Do you encourage your employees to use the technical books and reports in your office?

What do you do with catalogs and circulars from your competitors, sources of supply, and customers?

What records do you keep, and how are they analyzed and made available to those whom they would help?

Do you encourage your employees to make suggestions? Do you encourage them to bring to your attention magazine articles and books that they read that contain valuable information?

What are you doing to develop the intellectual, emotional, physical, and volitional powers of your employees?

In short, how much are you doing to help yourself and your employees to learn the lessons taught by your own and their experience? To learn from the experience of other people?

Here is a conservation policy that will make for you your best and easiest profits.

---

Thomas B. Reed has said that the greatest advance of the last fifty years has been the elimination of fear from the individual life. We have taken leaps and bounds in that direction, but that we have arrived is not true. To be sure, fear is largely eliminated from the home, the school, and the church. But fear of what our fellows may think is not wholly eliminated from our present consciousness. We all, in some measure, conform to it. To be conventional is so easy. To be unconventional sometimes carries its penalties, but whether they are so great as those attached to the former is a question. A form of slavery in dress, manner of life, and, oftentimes, thought, is the price we pay for our conformity. Ostracism to a greater or less degree is the price of nonconformity—with a free spirit—an untrammelled soul as its compensation.—*Evangeline*.

# The Story of Sam Adams—How It Paid Him to Do His Best : *by* C. R. Trowbridge

SAM ADAMS was a salesman for the P. D. M. Co., a large manufacturing concern. He was 30 years old, of good character and habits and occasionally showed in his work that he possessed some very good qualities.

The way he handled customers and prospects indicated in the early stages of the game that he was capable of speed. The work assigned him invariably was well done.

Sam was a close observer and a deep thinker. He got to observing the other salesmen, heard of their weekly reports, and all of a sudden steam went down and Sam was classed with the very ordinary commercial travelers.

The general sales manager was responsible for Sam's employment. He was keeping close tab and there was keen disappointment in the results. It was true that he accomplished about as much as the other road men, but the G. S. M. knew that there was better stuff in Sam.

One day, just before Sam was preparing to make his usual Monday morning train, the G. S. M. called him into his private office and there was a heart to heart talk.

It developed that Sam's observations and deep thinking had shown him that he could get as many orders in three days as his brother knights of the grip could land in one week, and he had decided that as he was getting the same compensation he might as well take it easy.

The G. S. M. whistled through his big mustache, turned to his desk, and, bringing forth a box labeled "Salesmen," withdrew a large envelope and handed it to Sam. "Salesmen for P. D. M. Co., 1900," was the only inscription it bore.

"You will find in that envelope," said the G. S. M., "a list of one hundred names. It was made out in 1900. You are familiar with our force. Read and check off those you are acquainted with."

Sam did as was requested and was startled to discover that out of the bunch he was only able to place ten.

"Ten is correct," said the G. S. M. You will notice that the ten are now occupying responsible positions with the company.

Yes, Sam pointed out to himself the G. S. M., the manager of direct sales, their assistants, and the managers of the Chicago, San Francisco, Atlanta, New York, London and Paris branches.

"Do you suppose the men now holding offices got them by giving the house three days of their time each week," declared the G. S. M. "Not on your life. Everyone put in six good old sixes and then a few. You've been with us for four years, Sam. Has it occurred to you where you might be now if you had given the company your full equipment? You have been doing yourself harm as well as us. It's industrial suicide. Now get busy and show your mettle. We need men like you, but they must be *men*."

Sam quietly left the building. He did not say much, but he did the deepest thinking in all the time he had been in the employ of the P. D. M. Co. The G. S. M. also got busy, and a week or two later Sam was transferred to a new territory.

There was no increase in salary and it meant moving for the family, but Sam had no complaint to offer. He went at his task with a will. It was hard sledding for months, but the business was there and eventually well filled order sheets were received almost daily at the home office. Sam had found himself.

As the years rolled by conditions warranted increased capacity at the factory and additional salesmen were placed on the pay roll. One of the acquisitions was given Sam's place and the latter again transferred to still harder territory. He repeated his former success.

Not a word in commendation of his services was received by Sam since leaving the home office. He thought he was doing all right, but wasn't sure and kept on hustling. Then a short letter arrived from the G. S. M. advising him that the position of assistant manager of the Chicago branch



was open and his acceptance or non-acceptance was awaited.

Sam wired his acceptance, of course. He did not move Molly and the children, however. He had a hunch things were on a satisfactory basis, but the G. S. M. had never given him any idea of the situation and he was loath to change again until he thought he was "safe." It was a good thing Sam made this decision for he was called to the home office six months after as manager of direct sales.

He was glad to get back and so was Molly. He put the spade in deep there; he dug like a Trojan and when the G. S. M. had him sitting opposite as assistant, a satisfied smile played about the corners of his mouth.

Moral: A man cannot afford to do less than his best.

### Not a Game for Sprinters

By Charles E. Jones, in "Cos."

**A** MANUFACTURER who is a sprinter must not go into the advertising field. If he can't hold on "like a pup to a root" he does not belong in this field. It's a Marathon Race—not to be run in a series of dashes, but by one steady grind—wearing down opposition and competition—reiterating, repeating and duplicating your story month in and month out—never telling the shadow of a falsehood; never betraying the public's confidence—treating the public as courteously in print as if it were a speech—if possible, growing more affable with age; never getting tired of making new friends, so that every member of your business family will learn to say with respect and affection when some knotty problem confronts them, "What would the old man do in this case?"

### Racial Conservation Policy

By Maron Watson

**B**USINESS must learn the universality of the law of compensation, and that, though legislative bodies, executives, and the judiciary can sometimes be bought, that law will always be enforced.

Already that stern old Schoolmaster, Experience, has taught this lesson in cosmic government. And he has charged and collected an extortionate tuition fee.

New England farmers robbed the soil for generations, repaying nothing. Then the farms retaliated, deprived the farmers of their living, and threw them out into the cold, cold world.

Sturgeon fishers robbed the bays, rivers, and lakes, repaying nothing. Then the waters collected their share, and the fishermen were out of an occupation.

Lumbermen took and took and took, making no return. Then the denuded hills and mountains began to take their toll—in floods, fires, rich topsoil washed away, and the bankruptcy of many lumbermen and mill owners.

And so short-sighted business stands in danger of taking, taking, taking, until the great mass of consumers and producers is impoverished and denuded to a point where business can no longer exploit them as workers nor sell to them as buyers.

The conservation of our national resources is the problem of today, because, at the very head and front of it stands the policy of racial conservation. Unless the race advances, it falls back. Where there is no gain, there is loss. And a loss in the vitality, cheerfulness, enlightenment, and development of the race is a greater loss—from the mere dollars and cents point of view—than that caused by all other wasteful habits combined.

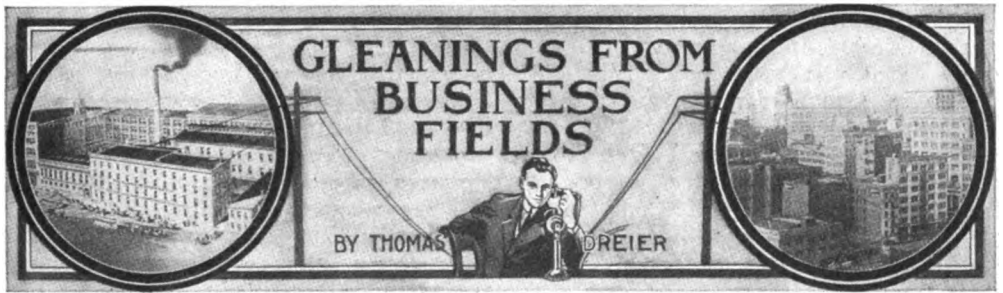
Let us, as business men, put first things first.

### Handling an Interruption

By Ross Wilson

**I** WAS SELLING a bill of clothing to a customer one time when a customer of his came down to the sample room. I certainly did wish he and his boy were far enough away. Just dropped in to have a chat, now fancy that! I said, "Oh, by the way, get your son to take off his coat and vest as I want to show Mr. Smith the fit and finish of our latest models. I tried on almost thirty different garments on that kid until he was almost yelling for help.

He said he wanted to go home, and as I was right in tune with him on that idea, I aided father and son all I could toward getting home. But I showed my models off to good advantage, which I could not have done without the youngster.



IT WAS a San Francisco printer who sent the economists and sociologists scurrying to their studies when he sent into the world his teachings on the Single Tax. That this obscure, untrained worker in a printshop should presume to teach the world anything that had not already been taught by the professors in the colleges—why it was laughable.

*The  
Prophet  
of Frisco*

But Henry George felt within himself the inner promptings that come to those to whom it is given to see into the future. And those who see most clearly into the future are those who understand most fully the present.

Henry George saw clearly the havoc wrought in the great war of the House of Have against the House of Want. And it came to him that a tax on land alone would bring about conditions which would enable a greater number of human beings to get a square deal.

Today the philosophy of Henry George has circled the earth. To Tolstoi, closing his life on his estate in Russia, Henry George is one of the great men of all time. Those who championed the English Budget with Lloyd-George were influenced by the spirit of the Frisco printer.

A Philadelphia millionaire, Joseph Fels, finds his joy in spreading the teachings of the single tax. It was a Henry George book that sent Tom Johnson into the fight for a square deal for the majority. E. G. Lewis, the St. Louis publisher whose papers reach millions, writes editorials that advocate the single tax. Louis Post, who edits the sanest weekly in the country (*The Public*, Chicago) is an ardent single taxer, as is William Marion Reedy and

scores of other thinkers and writers who are influencing their times.

Henry George advocated the abolishment of all taxation save that upon land values. Only men who own land would be taxed, the tax of each being in proportion, not to the area but to the value of the land.

Thus the taxes on a square rod of ground in New York would be greater than upon many a farm miles in extent. According to the single tax no one would be compelled to pay a higher tax than others if his land were improved and used while their's was not, not if his were better improved or better used than their's.

Thus men would not be punished for making improvements as they are at present. The man who improves his property has to pay a fine in proportion to the value of the improvement. This fine is called a tax. The single tax is a tax on land alone, in the ratio of value and irrespective of improvements or use.

Joseph Fels has made much money by making and selling soap, but more he has made by investing his money in real estate and holding it for a rise. He calls himself a thief. He says he has secured money through privilege. He now wishes to destroy that privilege by educating the people so that they will see its iniquities.

He therefore has contributed \$100,000 a year for five years, which will be used solely for educating people so that they will see how the majority would benefit if the single tax system were adopted.

Only he knows how influential he was in the late British campaign. The thousands he contributed did not win him any love from the Lords and other great land-owners.

His latest plan, outlined to William Marion Reedy after a recent talk at Strauss' Studio in St. Louis, is this: "A corporation is to be formed, consisting of not less than twenty stockholders in twenty different cities of the United States and Canada, each stockholder to pay in cash, \$5,000. Mr. Fels may put in the whole \$5,000 himself or make up a \$5,000 purse among his friends, for whom he will act as trustee.

This will provide \$100,000 capital, which is to be invested in vacant land for speculation. The stockholders will receive five per cent cumulative dividends, and no more. Any profits above this will be turned into the Fels fund for the promotion of the Single Tax.

Only vacant lots in cities are to be bought, and each purchase must have the unanimous sanction of the twenty or more trustees.

"When the land is bought a big sign is to be erected upon it, advertising the fact that this land was bought by the "Land Value Speculation Company," for the purpose of holding it for a rise—to appropriate the earnings of the community—and such other advertising as may most clearly outline the vicious policy of land speculation. When a sale is made, that fact is to be announced, giving the cost and selling price, the fact that the company appropriated the difference, etc."

William Allen White, the great Kansas editor, told recently of the purchase of a lot in Emporia for a few dollars and, although he had made absolutely no improvements upon it, he has since been offered a price far above the purchase price, the interest on his money and the small taxes.

The increase in value was not due to Mr. White or anything he did, but to the growth of the city—something to which every citizen contributed.

Take the people out of New York and land values would drop to the bottom, yet the people of New York do not share in the increased values of the land. The profits go to the few, although made by all. All a speculator has to do is to secure control of a tract of land in a growing city, hold it while the city grows until this land is needed, and then sell it at a profit.

From the standpoint of the speculator, the present system is a good one. It is certain that you and I would not hesitate a moment if we could secure land for a pittance today and sell it at a big profit tomorrow. We are all so constituted that we never refuse anything that contributes to our contentment of spirit. But in spite of that fact, the present system of taxation is absolutely unfair and, so far, the single tax offers us the wisest solution of our problem.

I have ever gained the most profit, and the most pleasure also, from the books which have made me think the most; and, when the difficulties have once been overcome, these are the books which have struck the deepest root, not only in my memory and understanding, but likewise in my affections.—*A. W. Hare.*

---

"If you in the morning  
Throw moments away,  
You can't gather them up  
In the course of the day,  
You may hurry and scurry  
And flurry and worry,  
They are lost forever,  
Forever and aye."

---

Art, like flame, has a power of sublimation. Throw into art, as into fire, poison, ordure, rust, oxide, arsenic, verdigris; pass the incandescent matter through the prism of poetry, and you will have a splendid spectrum, and the ugly will become the grand, and evil will become beautiful.

Amazing fact and enrapturing affirmation: evil will enter the beautiful and become transfigured. For the beautiful is nothing else than the holy light of goodness.—*Victor Hugo.*

---

The troubles that you have in life  
Are of your own design;  
They come and go according to  
The way that you incline.

You must not blame the oil or lamp,  
Or pumping wick between;  
The fault lies in your own neglect:  
Your burner is not clean.—*Bramley Kite.*

---

To be rather than to seem, to ring true at all times, to be taken at my face value whatever that may be, to deceive no one least of all myself, this is the kind of honesty that is, indeed, the best policy.

# Successful Advertising and Selling Campaign of an Undertaker : *by* W. E. Gerry

*A Talk Before the Chicago Advertising Association, by the Vice-President and General Manager of the Western Casket and Undertaking Company*

**T**HERE is no mystery about the successful advertising and selling of caskets, although it is a much more difficult proposition than advertising food or clothing or automobiles.

Public confidence can be won through honest, logical advertising, showing how the application of advanced business methods to the undertaking business can save the buyer money.

You are all, no doubt, familiar with the origin of the undertaking business. Originally, when the population was small, when a death occurred in a family, the relatives went to the nearest carpenter they knew, who nailed a few boards together and delivered them to the family. As the communities became larger, the carpenter became sort of an assistant to the family friends in taking care of the dead, and it became necessary for him to keep a few caskets in stock and thus the modern undertaker developed.

The undertaking business, except in so far as the designs and quality of the caskets are concerned, has advanced very, very little in the last twenty-five years. The retail end of the undertaking business is fifty years behind anything else required in every day life. Embalming, of course, is progressing, but it is a minor detail. The business was handicapped by a large number of men being engaged in it for a small volume of business.

In this city we have 410 licensed establishments with their attendant expenses, averaging about three men to the place, meaning approximately 1,200 men in this city to take care of an average business of 100 funerals a day. The expenses of these establishments, their light, heat, rent and advertising, are a great burden.

## **The Plan**

Our idea was to reduce the number of establishments, concentrate the business, distribute direct from the manufacturer to

the people, eliminate every possible detail of expense and give the benefit to the people.

It is a well-known fact among manufacturers that 70 per cent of the output of all casket factories in this country sells at an average of \$12.00 wholesale, and these are the caskets for which the public pays from \$75.00 to \$150.00.

On that class of goods naturally there is a very small profit for the manufacturer. We, in order to make our manufacturing business satisfactory and profitable, concluded that if we greatly reduced the price to the public, they would use a higher grade of goods and in that way get better services at lower cost. That has been our experience up to date.

The question of the legitimacy of our business I can best answer in this way. I consider any business legitimate that serves the public better than the method they have been using before, and there can be no question in the mind of any man who will consider it, that a manufacturer distributing goods in the way we are, can save, as we guarantee, one half of former prices—we absolutely guarantee to save one half. There is no question about it. We give rich and poor alike a square deal, and we stand ready to give anyone a receipted bill if we fail to live up to our guarantee in every particular.

It is hard to advertise a proposition such as we have. It has always been considered unethical to advertise or solicit undertaking business—it is surely a business—it is nothing else. The reason advertising an undertaking business has not been successful heretofore, is that people in this business have something to sell that is entirely different from anything else that is advertised.

If a man advertises a breakfast food, shoes or hats, you are interested; you need the goods and want to spend the money;

but when it comes to selling you a casket, you do not want it and what is more you will not have it if you can possibly avoid it. In advertising caskets we have to go at it from another standpoint. We cannot go at it "hammer and tongs"; we cannot say that it is a special sale and the caskets are marked down to \$14.98 today.

#### How the Plan Works Out

The copy writers of the Mahin Advertising Company have demonstrated that this subject can be handled in such a way that it will not give offense, and yet will, in a negative way, do all that the advertising of any article would do.

We have kept away so far from the use of anything that would seem to be gruesome. We have never used pictures of caskets, but I have never been able to decide rightly in my own mind whether that was right or not. I have talked with other men about it, and there is a great difference of opinion.

We have found one thing in connection with our advertising that is very encouraging. As you all know, we have some competitors, in advertising at least, and we check up the business that is done pretty closely. We find that they get a cheaper class of trade than we do—the riff raff. Our proposition, while it has not appealed to many millionaires, has appealed to substantial people, people who own their own homes, people who appreciate value. That shows that while sensational advertising may get a certain class of business quickly, it does not get the solidity that the other kind does.

But we are not fighting individuals in our advertising; we are fighting the system—the Undertakers' Trust.

And to prove that the right kind of advertising pays in the undertaking business, let me say that our business has grown wonderfully. On May 1st we established a great central office to accommodate our growing patronage—an entire building in the heart of the "loop" district, with rest rooms, watchrooms, three chapels with pews and pulpits and five thousand styles of caskets.

The vote of support of our advertising methods just passed by the Chicago Adver-

tising Association is pleasing proof that we are right in theory, as our own success proves us to be in fact.

### Loyalty

By W. H. Tennyson

**D**ID YOU ever stop to think for a moment of the meaning of the word loyalty?

If you look in the Century Dictionary you will find that loyalty is "hearty service in friendship or love, or to a cause." That definition implies a great deal.

A contemporaneous writer has said that, if all the noblest attributes of man are gathered into a superheated crucible, if honor, integrity, reliability, courage, kindness, steadfastness, devotion—all the qualities that make for manliness, are reduced to a single essential, there will remain in its fullest, finest and most beautiful form, *loyalty*.

The loyal citizen aims to serve his country. To serve his country he must serve his State; to serve his State he must serve his City; to serve his city he must serve his fellow men. It must, then, be the aim of the loyal citizen to serve his fellows. He must make service his motive power, to the end of mutual profit, mutual benefit. Hearty service to a cause is loyalty. Get that fact fixed firmly in mind.

Project this thought of service into the minds of your prospects.

Service is the expression of love in its noblest form. Unconsciously, perhaps, every man serves someone. No man works for himself alone. A man works to maintain himself and his family.

The man who is loyal to his work serves not only himself and family but his fellow men. What greater incentive to do great deeds could any man have?

Let this wonderful quality, loyalty, permeate your entire make-up, the entire make-up of your institution, and obstacles that seem mountainous will dwindle and disappear.

Success, from whatever point you view it, is indirectly attributable to such loyalty. Be loyal to yourself; be loyal to your house; be loyal to your clientele; and success in no little measure must be yours.

# The Confessions of a Putterer—and His Decision to Reform: *by a Sheldon Student*

**I**T WAS a bit shocking to spend six months in passing through the various branches of study in the Sheldon course, and finally be brought face to face with a realization of the fact that I had been engaged during the first thirty-five years of my life in—puttering.

A half of the allotted years gone by, and nothing accomplished by which I might be remembered for more than a year or two, aside from my own immediate family. This too, in face of the fact that during all these years, I have been right on the eve of accomplishing great things for mankind—something worth while. Tomorrow I will put some really good ideas into practical use, but today I can't quite screw up my courage to begin. In the meantime some other fellow comes along and does the thing while I am just thinking about it.

Twenty years of hard work at things I don't want to do, because I have allowed to remain undeveloped some of the necessary positive qualities that win success. Let's soliloquise for a stickful or two; it may help some other fellow.

## How It All Began

The old expression, "poor but honest parents" fits the beginning; death of father in infancy, spells the first disaster. These are the handicaps that are supposed to make a boy grow into a very great or a very rich man. At any rate they are no disgrace, and the boy has no excuse for failure by such a beginning.

Graduating from high school at fifteen seemed to indicate some intellectual ability.

The first bad mistake was made, when I decided the family needed my help more than I needed higher education. I could have given the one while getting the other.

A man may wiggle through this life without a college education, and if he wiggles long enough and hard enough he may accumulate a billion shekels, or win a place in the memory of generations yet unborn; but, nevertheless, I am well satisfied that four years spent in some good col-

lege or university would be his greatest asset in the wiggling process—provided he doesn't devote too much of those four years to seeing how many cigarettes he can smoke, or how many of the other fellow's ribs he can cave in under the guise of sport.

The next mistake was in passing up the thing I wanted to do because my friends didn't think it was "in me." I entered upon a vocation that is eminently respectable, and in which some of our best men have found grand opportunities.

The Sheldon course would be worth the price if it taught nothing more than self-analysis. By it I found out that I was a putterer; and having located the fault, it tells me what I must do to get out of that class of undesirables.

## Spreading Myself too Thin

Being rather versatile, I could do a little of everything. That is what I did. There wasn't a thing in the shop that I couldn't to, from "starting" the engine to writing the alleged "heavies." I failed to concentrate upon some one branch of the work, in which I might have excelled. I lacked the necessary initiative to put my ideas to the test. I was too all-fired careful to take a chance; lacked the courage of my convictions. If the other fellow started to pull down my beautiful air-castles, I didn't rebuild the weak places he found in the walls, but let the whole structure totter and fall, though satisfied in my own mind that the foundation was solid.

I don't mean to infer that my efforts have all come to naught. In fact in a general way, I have been considered successful. In my interior department, the feeling exists that I haven't accomplished one-tenth of what I was capable of doing.

## The Opposing Twins

Self-analysis has caused me to make a pretty careful study of my two personalities, and I am firmly convinced that the man who wrote "The Magic Story" was not imaginative, but stated absolute truth.

As this article is unnamed, you will pardon these personalities. They are my conclusions after a year's study of self, and I have no reason to believe that my problems greatly differ from those of the rest of you.

I am indeed twins. One of me was born in the sunshine of a midsummer day, the other in the gloom and chill of night.

Although the twins are apparently friendly, there is a constant and unrelenting struggle for mastery.

One day the positive twin is in possession, and the world is mine. I plan great schemes for the future, in which all mankind is to be benefited. The way is clear to the laurel wreath. It is not a dream, for I can reason it out to a logical conclusion. All that is required is to go ahead and do it.

The next day or perhaps the next instant, Negative Twin says, "What's the use? The world doesn't need your help and won't accept it if it is offered. Who are you, who deign to tell the more experienced and more capable what should be done? You were born to serve; not to lead."

Positive Twin says, "You can do nothing unless you try. You have the same positive qualities within you that any man had who ever lived. Use them and they will become better and stronger."

Thus the fight goes on.

In the presence of some persons I am jolly and quick-witted; with others, I am morose and dull. At times I speak my mind with force and convincing argument. Then again my tongue refuses to defend a cause that I know is just. When the negative is in control, I can hear the positive saying, "Cheer up; this a good old world after all. What's the use of being Jim Dumps when it is lots more fun to be Sunny Jim?"

The positive urges me to launch out; do something; be somebody. The negative says, "Stay where you are; remember that mistake you made in the dim past when you attempted something? Be satisfied with your twenty-five a week. You can't live very high on it, but you are sure of not going hungry or naked."

The negative says, "What's the good of faith and hope? Death ends all."

The positive bids me look at the sun, moon and stars, the flowers, the grass, the new-born child, the history of man, the emptiness of the world without the influence of the Christian faith.

### The Two Ways

It seems then, that there are two ways to take. The positive leads upward; the negative downward. I haven't found even the survey stakes of a short-cut road to success. It's either the one or the other of the two main roads. It's so mighty easy to slip downward, and so hard to toil upward, especially after you have been even unconsciously on the downward grade. It's almost like trying to run water up hill.

However, there's only one answer to the question, "Which way shall I take?"

When the elevator comes along, yell, "Going up!" and climb on. If the elevator isn't running, there's another way to get there.

### What I Will Do

Among the things that the past year has taught me, is one point that I want to pass along. Don't spoil the effect of your good resolutions by attempting to correct every shortcoming at one and the same time.

Your enthusiasm won't stand the strain.

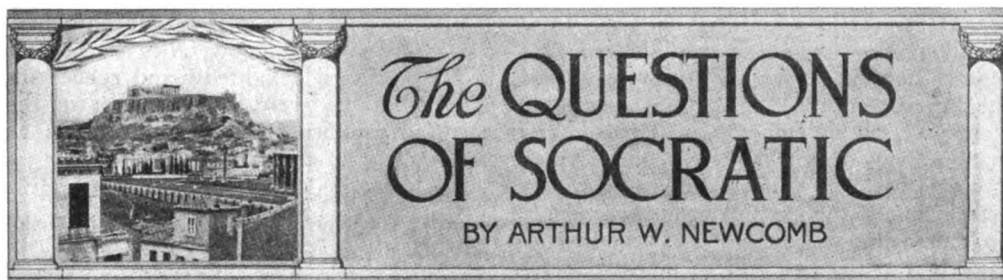
Pick out one or two things and stick to them. It will be no snap even then.

When a man spends twenty or thirty years cultivating a patch of negative qualities, he shouldn't expect to graft on positive branches and have them all bear fruit the first year.

There is such a thing as a man being plumb full of theory, and never putting it to practical use. He can suggest to others how they can win success, and be a miserable failure himself.

With this thought in mind, I have decided to make twice as much money and do twice as much good during 1910, as I did in 1909, and the money must be made with due consideration of the "Law of Mutual Benefit."

If I fail, you won't be interested in hearing about it, but if I win, THE BUSINESS PHILOSOPHER may tell you how it was done.



### Waking Up Nick Spratt

HELLO, there's Nick Spratt coming in," burbled Wiggins. "Shall I ask him over?"

The bunch from the office was just sitting down to the table at the club. Wiggins had so far overcome his hatred for Mammon as to sell a block of bonds to an Eastern investor and had invited us to dinner to help him celebrate the size of the commission. Wiggins felt happy, so he wanted to eat—and he wanted us to feel happy and eat with him. Food is digested best in the stomach of a happy man, I suppose—hence feasting at times of joy.

"Sure," laughed Fussberg. "Nick is a crusader against malefactors of great wealth, like yourself. It will do his soul good to reduce your present swollen fortune."

"Everybody have a good time in his own way," grinned Wiggins. "If it makes you feel any happier, Fuss, old man, to make a mock of my altruism, why come on in—the mocking is fine."

"Go ahead, Wiggins, call Nick over before he gets away. You can 'sarcastigate' me any old time," urged Fussberg.

So Nick was called and a place made for him at the table.

"What is the happy event?" he asked, after the greetings.

Wiggins modestly waited for someone else to tell of his financial exploit. So Fussberg took up the parable:

"This is Wiggins' farewell dinner to the proletariat, Nick. He has become a plethoric plute. Hereafter, instead of lifting up his archangel voice in behalf of the downtrodden, he will do plain and fancy oppressing from nine until twelve and from

two until four. Widows and orphans a specialty."

"Uncle dead, Wiggins?" inquired Nick.

"No, Uncle is quite well, thank you," intoned Wiggins, quite seriously. "The fact is, Nick, a great deal too much is being made, by some facetious persons, of a relatively unimportant affair. I have sold a few bonds, received the commission, and am doing my best to make merry with my friends."

"Oh no," crowed Dubheimer, "twenty-five hundred dollars commission isn't much of anything! I pick up something like that every few days myself—in my dreams."

### Nick Finds Cause for Grief

"Twenty-five hundred dollars commission on one sale of bonds!" gasped Nick. "My good grief! That is as much as my salary for a whole year! And of course Wiggins knows where he can put it so that it will just about double within the next three months. Gee, but some folks were born lucky!"

"You are in error with your unkind inference, Nick," reproved Fussberg, "Wiggins is a serious-minded student of economics, with an earnest desire to reform all and sundry that come within his purview. And if, in the study of the haunts and habits of the *Millionairus Americanus* he has discovered some of the tricks, he is not to blame if, for the advancement of science, he tries them to see whether they will work."

But Nick Spratt was sputtering again.

"It's all very well for you to make fun, Fussberg, with advertising contracts flying into your mouth like fried pigeons, but, my good grief, what chance has a man on a salary? About as much as a man with a baby carriage in a horse race. Every time



my salary goes up a hundred dollars a year, my living expenses go up five hundred. Its fellows like me, Wiggins, that have to pay the interest on those bonds you just sold. Rents are so high now that the ordinary man is lucky to get a pair of rafters and a dinky row of shingles to put over his head. And if the price of grub keeps going up, hens' eggs will be worn as jewels, and the wives of the rich will be wearing small steaks on their hats. I'd like to get out and sell a few bonds, too. But while I was getting a line on the business, my family would be thrown into the street because I couldn't pay my rent. Talk about the folly of living from hand to mouth! You plutocrats have got the prices elevated so that we are lucky to get our hands to our mouths at all—with anything to eat in the aforementioned hands."

#### Finding an Advertising Manager

"They want an advertising manager down at your place, don't they, Nick?" was the way Socratic broke into the conversation.

"Yes, been looking for one for two months, now. Right there is another place where some lucky genius will carry off a neat little ten thousand a year. Have you heard of anyone to take the place, Socratic?"

"Well, that depends. I've been wanting to tell you about a man for some time, but I was waiting to see whether or not you had initiative enough to find him yourself. Ever give the matter any thought?"

"No, not much. You see, it isn't my business to find a man for the house, even if I am in the advertising department. Of course I'd like to see a good man at the head, but it isn't up to me to find him. Whom did you have in mind, Socratic?"

"A fine lad, Nick. The only trouble with him is that he is suffering from paralysis of the auditory and optic nerves. Now do you know whom I mean?"

"Why I don't know anybody like that, Socratic. Can't he hear or see?"

"Oh yes, he can see high prices and small salaries. He can hear the sound of his own calamity howling. But he can't see an opening as big as Silver Gate. And he can't hear Opportunity hammering on his

door like Jim Jeffries at a punching bag. Have any suspicions now, Nick?"

Nick grinned delightedly and rubbed his nose as if he were trying to erase the tortured member—a way he had when he was excited or embarrassed.

#### Nick Thinks it too Good to be True

"You don't mean me, Socratic?" he staggered. "It's prodigiously flattering to have you say such a thing, of course, but I couldn't take that job. Why I should hardly make a noise when I rattled around in it. I'm only a fair copy-writer and lay-out man."

"How long have you been in the advertising department down there?"

"Five years this coming September."

"Then you were there when Amos Ferry started in, weren't you?"

"Oh, yes, Amos and I started in there together. He was as green as new lettuce, then, and I had the advantage of three years' experience with the Mack A. Lee Company. So I really taught Amos his first moves in the advertising game. Now, he has sprinted far ahead and is the advertising manager of the National Baked Beans Company, at twenty-five thousand a year. Another case of diabolical luck. Amos wasn't a bit smarter than I was; but he made some mighty lucky hits."

"Hasn't your copy made just as many 'lucky' hits as Ferry's?"

#### Nick's Limitations

"Yes, but I don't know anything about media, contracts, the allotment of appropriation, meeting and dealing with the agency men, digging an adequate appropriation out of the board of directors, and other such stunts."

"Why don't you learn?"

"I don't have the opportunity, the time, or the talent."

"Ferry learned all those things, didn't he?"

"Well, yes, I suppose he did, although I never could see when he did it. We were as busy as bees there from morning until night."

"He lived over at Coronado, didn't he?"

"Yes I believe he did. Why do you ask?"

"I was wondering whether or not he didn't study on the car and on the ferry,

going back and forth. Remember anything about that?"

"Oh, he was always browsing over something. Perhaps that *was* the way he got his knowledge."

"You live out at La Jolla, don't you, Nick?"

"Yes, I do. My good grief! Do you mean that I might learn to be advertising manager of the Junipera Olive Company by studying on the train nights and mornings?"

"Well, how would that do as a starter? Couldn't you post up on advertising data that way?"

"Yes, I suppose I could. But what about the knack of meeting and dealing with people. That's the most serious lack in my equipment. No, Socratic, I'm afraid your kind-hearted dream about Nick Spratt is just a dream."

"Do you suppose, Nick, that you could study up on character analysis, practical business psychology, and the legal points connected with advertising, while on the La Jolla motor?"

"Yes, of course I could, but I don't know that I ever would. I've made up my mind a dozen times to do some studying, but never got at it."

"You really don't care very much about wearing a hen's egg in your scarf-pin or pinning a porterhouse steak to your wife's hat?"

"Well, I guess I do. It's the one big problem with me now, with prices where they are. If I don't do something about it pretty quick, I'll be in the bread-line."

"What *do* you do on the train nights and mornings?"

"Oh, there is a crowd of us gets together and plays bridge. Anything to pass away the time."

"And you really desire to play bridge more than you desire to keep out of the bread-line?"

#### Nick Wakes Up

Nick was violently rubbing his nose again, red in the face and grinning. Several times he opened his mouth to say something, and then went to rubbing his nose again. At last he burst out:

"Well, my good grief, I should say not! But that means that I am going to get busy

and study like a soph the night before final examination. Of course I can do it if I will quit my kicking and jawing about 'luck,' get rid of my doddering procrastination, and get wide awake instead of dreaming of some impossible Utopia. Here comes Phil with the dinner. Everybody eat hearty. This is a double celebration—Wiggins' and mine. And Wiggins, I'll make your double-chinned commission look like a living skeleton inside of two years."

"And while you are celebrating, boys," added Socratic, "celebrate the successful close of the Junipera Olive Company's long search for an advertising manager. Wells told me several weeks ago that he would appoint Nick Spratt if the lad would only wake up and act as if he wanted the job."

Nick nearly rubbed his nose off his face with his left fist while he shook our congratulatory hands with his right.

#### The Secret Revealed

SOCRATIC, as secretary of the Nitro-Turbine Motor Company, had just finished reading the annual report prepared by Rhodes, the manager. The atmosphere of the directors' room was murky with unuttered wrath. The silence was sulphurous.

Finally the strain grew too much for the explosive nature of Old Sleddon:

"In other words, Rhodes," and he glared at the manager, "competition is cutting the ground from under our feet, taking the wind out of our sails, stealing the candy out of our baby fingers, winning from us in a walk. And you say you don't know why. Well, I know why: It's all plain enough to a man that wants to see. It's your own mismanagement. Other people are getting the business—taking it away from you—and if you don't get it, it is your own fault."

Rhodes' pale cheeks grew a little more leaden.

#### The Mysterious Factor in Costs

"I throw up my hands," he groaned. "I have done my best. I have worked night and day to cut costs, keep up the quality, give better service, stimulate sales, and find new and better ways of making and marketing our product. I have studied and analyzed our competitors' methods, equip-

ment, service, product, advertising, and financial statements.

"The situation seems simple. There are four of us in this field. The Powers Company and Spencer & Kennedy are underselling us and making money. The Osseo Motor Company and the Nitro-Turbine are keeping their prices up, losing sales, and losing money.

"So far as I have been able to determine, the conditions in all four factories are practically the same. The Powers Company and the Spencer & Kennedy pay just the same as we do for their raw material and their labor. They have nothing on us in the way of equipment—in fact our factory is a little more up to date than theirs. And yet, somewhere, somehow, they have found a way to reduce costs so as to sell just a little below our prices and still make money."

"I may say," pronounced Ellsworth, the president, glancing sympathetically at the hopeless Rhodes, "that I have personally gone into the whole of this matter with Mr. Rhodes. And I am as much puzzled as he is as to the real cause of our failure—for it amounts to that unless we can find the disease and apply the remedy mighty quick. Point by point and item by item, we have gone over the whole business again and again, comparing ourselves with our competitors. But there is a mysterious factor in it somewhere that we can't locate."

"Just plain mismanagement—that's clear enough," bawled Old Sleddon, banging the mahogany with a belligerent fist. "Give us a change in the management, Ellsworth, and you'll soon be paying dividends."

Rhodes' face flushed. Suddenly swinging about in his chair, he faced his tormentor.

"Well, you can change the management tomorrow, Sleddon," he said in a quiet, tight tone. "I'm through. I can do no more for you."

#### A Rap at System

"Easy now, both of you," soothed Ellsworth. "We shall gain nothing by going off half-cocked. May I ask, Mr. Sleddon, whether you are prepared to make specific charges of mismanagement against Mr. Rhodes?"

"Yes I am," shouted Sleddon, jumping to his feet. "I've got more money involved in this thing than any one of you, and you can't scare me, Ellsworth. This man Rhodes is a crank and a fanatic on 'system.' He and his Willie-boys down there at the factory spend so much time in monkeying with red-tape and card index tomfoolery that they have no time left to turn out the goods we are supposed to make our money on.

"Every time a man spits on his hands down there, he has to go and write the record clerk a letter about it. Then the record clerk has to enter up the momentous event on a spit card, a hand card, a time card, a shop record card, a stock-room card, on the employe's individual card, and on a cost account card. Then the man has to record the time he took recording the spit business, and then the time he took recording the time. Half the bunch down there is kept busy recording things, and the other half entering up their records in the card files. No wonder the Powers Company can undersell us. Their men work and let the records go to Mombassa."

"All of which is very definite, Sleddon, but scarcely accurate," crisped Ellsworth, "even allowing for the natural hyperbole of a man distressed by the passing of a dividend. In the first place, your memory, upon being refreshed, will tell you that we lost money steadily until Mr. Rhodes took charge for us three years ago. Also that it was by means of this very system of records you are so caustic about that we were enabled to run down the leaks in our business, find our costs, cut down operating expenses—which were eating us up—and fix upon a profitable selling price for our product. It was his vigilance and his orderly methods that made us, for two years, almost invincible in this territory. And he has been more vigilant and more systematic this year than ever before. It's very puzzling, I'm sure."

#### Putting in the Probe

The president sighed and looked at Socratic, who had been making his usual preliminary contribution of silence. Then the rest of us looked at Socratic and waited for him to begin.

"Do I understand, Rhodes," inquired Socratic, kindly, that these two winning concerns have to pay the same for raw material and labor as we do?"

"Yes, just the same. That's authentic. I'm on the inside far enough to know that there are no rebates or special concessions. Both shops pay the same scale of wages, as I know from reliable representatives of the unions. If anything, they pay a little more than we do."

"And their overhead is the same as ours?"

"Of course I have no way of knowing what they charge off for overhead, but I do know that their executive salaries, superintendence, power, interest, deterioration of plant, insurance, taxes, non-productive labor, office expense, and commissions will run just about the same as ours."

"How about waste and spoilage?"

"Well, that's a very hard item to determine with any degree of accuracy. It is the custom to allow a certain percentage for it in every factory of this kind. We watch ours very carefully, and keep it down to a minimum, but 'to err is human,' and our people *will* make mistakes—costly ones too, sometimes. People do in all factories, and I suppose Powers' and Spencer & Kennedy's are no exceptions."

"The same thing applies, I suppose, to the matter of expensive office errors and shipping errors?"

"Sure. There is a loss there that every concern, no matter how well managed, has to bear."

"What is the cause of these errors?"

"Why I suppose—granting that supervision is what it ought to be—it is a lack of concentration, or memory, or judgment, or initiative, or thoroughness, or care, or industry, or something like that on the part of the employe. No one is perfect in these respects."

"Do you hire anybody that is absolutely lacking in any of these things?"

"No, of course not."

"Then they all have them to a certain extent?"

"Oh, yes—some more and some less. Those that have more are more valuable and occupy the better positions."

"Since they all possess concentration, memory, judgment, initiative, thorough-

ness, care, industry, and other such qualities to a certain degree, could they be trained so that they would develop these desirable traits to a marked degree?"

"Oh, I suppose so. And I do instruct them all I have the time for, and the foremen and superintendents are expected to teach their men. But what has all this to do with those other concerns beating us on price. Their operatives are not archangels, are they?"

### The Nigger in the Wood-Pile

"Rhodes, you tell me you have an absolute check on every item of Powers' and Spencer & Kennedy's costs. You know to a certainty that their costs are no less than ours—except in this one item of loss through errors. Might it not be possible that they have found a way to train their employes, cut down their errors, and beat us in that?"

"No, I think not! It is pretty safe to assume that they are no better off than we are on that score, since humanity is pretty much the same everywhere."

"No, Rhodes, you're wrong," bit off Ellsworth, moved out of his usual calm. "Socratic has found the nigger in the wood-pile by elimination. There is just where they beat us, since we know that it can't be anywhere else. But how in humid Honolulu do they do it?"

"Remember Bushwalter?"

"Who," roared Old Sleddon, his white mane bristling, "that smooth young chap that tried to hold us up for five thousand dollars, a year ago, for some baled hay course in the Science of Sufficiency, or something like that, to give to our men? I put a heavy spoke in his shiny wheel, thanks be! We don't hire our men to educate. Let them get their education before they come to us. If they are no good—fire 'em. That's my idea."

And the old conservative glared significantly at poor Rhodes.

"Yes, that's the man," went on Socratic, quietly. "Do you happen to know, Mr. Sleddon, that the Powers Company paid seventy-five hundred dollars for courses in the Science of Efficiency for their men? And that Spencer & Kennedy paid six thousand for theirs?"

"More fools they, if they did!" growled Sleddon, a little taken aback.

"So that is it," Ellsworth ground through his teeth. "Well, you have no one but yourself to thank, Sleddon, for this passed dividend and the black cloud that glooms over our future. We should have had the same system of education in our factory, office, and sales force if you hadn't fought it to the last ditch, and finally swung Whiting over with you."

"Good thing I did, too," grunted the old man, obstinately. "We should have been just five thousand dollars poorer than we are now, besides having a lot of high-brows studying books and getting too all-fired smart to work with their hands. You can't make me believe that a lot of dinky little books by some man that never saw a power lathe or a drill press can have any effect on the profits and losses of the motor business. It's too far-fetched."

#### Men vs. Machinery

"Which costs us the most, Mr. Sleddon," Socratic wanted to know, "the machine, or the man that runs it—in the long run?"

"Why, the man, I suppose."

"And how do we increase the efficiency and output of a machine, if at all?"

"Why, by getting a better man to run it."

"What did we pay for that new automatic screw machine last January, when we scrapped our perfectly good but out of date old one?"

"Sixty-five hundred dollars, and a good investment, too. The new machine has saved its cost to us already."

"Yes. And if it is a good investment to put sixty-five hundred dollars into a mere machine, how much do you figure it would pay us to invest a little in improving the men that work the machines?"

"Case isn't parallel, Socratic. When a machine gets out of date, we scrap it. When a man proves inefficient, we fire him—or ought to," glaring again at Rhodes, who, looking better than he had for weeks, smiled back.

"You have been in business for forty years, Mr. Sleddon, and have been hiring and firing help all that time. Have you any better organization now than you had when you started?"

"No. It's worse, if anything. My experience has usually been that, when I fired a man, I got a worse and more hopeless and helpless imbecile to take his place."

"And if firing and hiring won't do the business, what will, Mr. Sleddon?"

For once, Old Sleddon was silent, except for his bearish grunt.

#### High Service Better Than Low Prices

"How many customers do you suppose we have lost in the last year, Rhodes, through poor service resulting from errors in the sales, accounting, and shipping departments?"

"Hard to tell exactly, Socratic, but every house loses considerable that way."

"If there hadn't been an error of that kind made during all last year, do you suppose we could have paid a dividend?"

"Well, a small one, anyhow. That would have swung the balance to the other side of the ledger."

"As a matter of fact, wouldn't perfect service, if we could have rendered it, have more than made up for the difference in price between us and our competitors?"

"Oh yes. A house that can and will give perfect service can almost set its own price."

"And how can we reduce errors and perfect our service, Mr. Sleddon?"

"By good maagement, I tell you," glaring at Rhodes again.

Rhodes had a hard time choking off a laugh.

"By the way, Mr. Sleddon," went on Socratic, relentlessly, "did you know that Powers' secret of advantage over us was no secret at all?"

"No secret at all? I should say not. Just a question of management," again that glare for Rhodes.

Rhodes did laugh this time.

"Have you ever seen this latest prospectus of the Efficiency School, Mr. Sleddon?"

"No. I never waste my time with such rot."

"Indeed! How great a waste of time would you have suffered, how much would the rest of us have suffered, if you had taken a few minutes to find this facsimile letter to the school from the Powers Company:

"The Efficient School.

"Gentlemen: We invested in your course in the Science of Efficiency for all of our office, sales, and factory force after a thorough canvass of the situation. We were being forced to the wall by our competitors, in a hot fight for the business in this territory. We figured that even a slight increase in the efficiency of each of our employees would give us the margin of advantage that we needed.

"The results have more than exceeded our anticipations. The reduction of errors in the factory and office has made it possible to reduce our costs and our selling price. This alone gives us a big advantage. To it is added a steady increase in business and profits through the better service rendered by the sales force, office, and shipping department.

"The tide of business in our territory has set very strongly in our direction since we invested in your course. And there is a better spirit throughout the whole organization—an *esprit du corps*—a feeling of harmony and mutual benefit that makes it a joy to do business."

#### Sleddon Buys a Dinner

Sleddon and his obstinacy were forgotten by the time Socratic had finished reading the letter. Ellsworth and Rhodes were almost dancing with excitement. They both began to talk at once.

"How long have you known this, Socratic?"

"If you had only shown that letter to me six months ago, you would have saved

me a head full of gray hairs and throbbing aches."

"Why it's as simple as A B C when you know it, isn't it?"

But Socratic was silent until the noise had subsided.

"Bushwalter mailed me that prospectus a week ago, gentlemen. I ran across the Powers letter this morning while preparing for this meeting. Do you wish the Nitro-Turbine to be backed clear off the boards, Mr. Sleddon?"

And then Old Man Sleddon showed that he was a good sport, after all.

"Mr. President," he said, rising to his feet with a smile on his ruddy face—a little sheepish that smile, but it was there, all right—"I move you that the secretary be instructed to send for Mr. Bushwhacker, or whatever his name is, and that the president, the manager, and the secretary be authorized to purchase, at the earliest possible moment, a course in this Science of Efficiency for each permanent employe of the Nitro-Turbine Motor Company. I wish also to move that this meeting adjourn to the dining room of the Cuyamaca Club, where I will stand treat to as good a dinner as this august body ever gathered into their midsts."

## Commercial Value of the Quality of Faith

By C. V. HARDING

*Sales Manager The Toronto Carpet Manufacturing Co., Ltd.*

A RELIGION without faith is no religion. A business without faith has no commercial value except for the assignee.

Faith and belief are closely allied, in fact they are almost twin brothers—belief being born a few minutes ahead of faith. As we believe so we have faith. We believe we can perform a certain duty, next we try to confirm this belief, and when the duty is accomplished we must have faith in our ability, for the deed has been done and can be done again.

The possibilities of this thing Faith, are practically limitless. Given a salesman who has faith in himself, his goods, his firm and his country, and there are really few things he cannot do. If he is consistent, he will back up his faith, first by trying persistently,

and if success does not follow at once, he will get into the class with Bruce's spider and go at it again with probably a deviation of tactics. There can be only one result.

#### A Mother's Advice and What it Was Worth

Faith in human nature is a grand possession. I had an early lesson on this subject that might be interesting. I have almost completed my first score of years in the service of our company and one of my earliest associations was in connection with a man, generally unpopular, and with an undesirable reputation for meanness. Like most boys I rebelled at first and carried my troubles to that great clearing house of juvenile difficulties—my mother.

The advice I received was characteristic, even if it did appear to be unsympathetic. I was told that that man must have some good qualities or he would not be able to fill a good position, and that he was a man who could be replaced only with some difficulty, whereas, on the other hand, stop-gaps like myself could be replaced with the rapidity of a "breech loader."

I was advised that the best thing I could do would be to cultivate the friendship of the man in question, which I did, and spared no pains to assist him in his work.

Did you ever need fifteen dollars very badly when you did not have fifteen cents? I got into that class about this time and that very mean man came forward with the necessary fifteen. What is more, he did not want to accept its repayment unless I was quite sure it would cause no inconvenience.

I found out that the man had a heart. As time went on he told me many truths about myself. They were not always nice to listen to, but having faith in his good intentions I profited thereby.

This one association taught me many things of value in connection with salesmanship.

I learned to believe that he who uses rough words has sometimes good motives behind. I have a great deal of admiration for the man who says what he means while you are there and when you are looking at him.

Faith is a contagious thing. To quote a customer exactly—"I like that traveler of yours because he seems to be all wrapped up in your business and evidently thinks the world of you people down at the factory."

There's a lesson for every salesman!

## Personal Advertising

By A. Gordon Ramsay

A FRIEND of mine has a card on his desk which reads, "How to Succeed: Work Like H—— and Advertise."

You all realize the importance of the first part of this injunction, and those who don't are simply lazy. Let them eat less and chew more for a month, and then read the balance. The "advertise" part is less understood.

My friend makes umbrellas, and some of you say, "Well, that's all right, he has something to advertise."

There is the whole point. We all have something to advertise. But the advertising that never shows in a magazine or on a sign board has more influence on individual lives than the wonderful publicity campaigns with which we are all familiar.

Many men say that the lawyer and the physician can't advertise. That comes from the fact that the word has become firmly associated with the bill board, etc., but the fact is, there is more legitimate advertising done in these two professions than anywhere else.

The work of a large majority of us is paid for in salaries. If we haven't umbrellas to advertise, haven't we ability to dispose of?

In the first place, my umbrella friend says he has to use proper "displays" in talking about his umbrellas, and has to talk about them in the right places.

The grocery clerk, too, must talk about himself with judgment and *in the right places*. If his habits are uncertain and loose, his displays are bad, and whether he uses judgment in his words or not, he will talk about himself where there are few customers for what he has to sell. If he is working as advised on my friend's card, he is finding and making use of ideas.

The grocery business he is in, possibly cannot pay him what his ability is worth. He, however, is advertising. He knows Mr. Bortell, the manager of a large farm implement house. He tactfully seeks a further acquaintance. No, he doesn't say he would like to make a change; that he feels he is worth more money. He gradually lets Mr. Bortell see how much he is interested in the business of the grocer he is with; how certain changes in policy have increased the business.

If his advertising campaign is well carried out, and "the goods" are behind the campaign, Mr. Bortell knows it and will want that grocery clerk at any price within reason. If Mr. Bortell doesn't, I do.

We are all looking for him and in many cases he is hidden for want of a little well planned advertising.

# The Human Power Plant and Its Scientific Development : *by* Robert C. Hopkins

A TINY rivulet threaded its way down the mountain side. Halting, turning and again gathering momentum it carved a pathway among the rocks and pebbles.

From a little brook it grew in volume until down in the lowlands there flowed a great unceasing current of mighty impulse.

Each day witnessed the same steady, positive tide as it sought to smooth and straighten its channel in obedience to Nature's laws.

## The Coming of the Master Mind

One day there came to Nature's storehouse a master mind; the stream was gauged; its drainage area determined and soon a wall of masonry was keyed between its shores. The rising waters kept pace with the builders; each course of masonry, as it grew upward, made possible greater depth and greater pressure, until there was confined within the enduring and positive walls a great storage of energy—*Ability*.

At the right elevation a channel was cut. This conduit starting with the flood gates at the reservoir extended down to the penstock, which, as part of the flume conveyed the water to the wheel pit below.

In this construction great care was taken to avoid loss of head by undue friction and every precaution to insure against leakage was carefully considered. In other words it must be a reliable conductor of the pent up energy stored within the reservoir.

At last the great turbine is installed; the gates are opened; the wheel turns, slowly at first but quickly gathering speed, it proves itself a thing of *Action*; its product—*Power*.

Thus from the source of the stream through the various processes of development to the product itself, the master mind has not violated Nature's laws. He has only checked the flowing waste of energy by confining it within walls of endurance where it grew in volume and pressure and thus became potential or stored up energy, the ability to do useful work.

The system is completed by the addition of a turbine or water motor so constructed that motion is imparted by impact of the high pressure current. Through this mechanism the potential energy becomes kinetic or active and the product of this action is power.

## How Power is Wasted

To be sure many different materials have been used and numerous details worked out, but all depend upon and have to do with but four things, namely: *Ability*, *Reliability*, *Endurance* and *Action*.

The whole area of efficiency of the power plant is no greater than the weakest of these. If the dam or reservoir is of inferior construction there is loss from leakage; if it fails entirely, the plant is useless.

Should the canal or conduit be clogged, of insufficient area, or the embankments unreliable, there is low efficiency from this source. A poorly designed wheel built of defective materials with blades bent and broken has its attendant results in loss of power or low efficiency.

It is evident, therefore, that the greatest measure of power is possible only with the right arrangement and development of these four factors however simple or complex their structure.

With power as the product, each is useless without all the others. Insofar as this relation is harmoniously complete is there developed the complete measure of power.

## The Four-Fold Man

The same rule applies to the human power plant.

The beginning of the prenatal period is the source of the little spring that trickles down the mountain gathering weight and substance in the journey.

On entering the parental period we find the stream with five additional branches or tributaries, sight, hearing, smell, taste and touch. During this part of life the power plant is begun.



The body grows in strength and endurance and with it the mentality develops, gaining pressure and volume.

Work is started on the canal, that is, the feeling mind unfolds, and often so well is this part of the individual begun that a successful life does not alter the ground work.

The activities of the child which are controlled by the will from the beginning and on through the years may be likened to the evolution of a water wheel. This evolution begins in a small way, first trying out for proper angles and shapes of blades or buckets, finding the right diameter, determining the gate opening, all the while getting more action, greater power, until the point of highest efficiency is reached.

Many there are who have failed in their efforts to achieve success and whose life work ended in low efficiency and disappointment. Their counterpart is found in the leaking reservoir with streams great and small pouring down through the cribbing; the clogged and partly filled canal here and there wasting its contents through low

places in the embankment and perchance, meeting with but little resistance from the poorly constructed water wheel the current rushes out through the tail race having accomplished little in the way of power.

#### The Scientifically Built Plant

Contrast this power wasting device with an up-to-date product of science.

Note the strength and solidity of the masonry, the broad expanse of water gathered from the freshet and held in store for the season of drought; the easy lines and ample capacity of the intake canal as it reliably guides the water to the wheel. The wheel and accessories are products of science and skill and how well they have performed their duty is seen in the tail race where the current shorn of its mighty power reluctantly parts company with the wheel pit. The very hum of machinery is attuned to the key note of high efficiency—the product of positive quality material wrought into Ability, Reliability, Endurance and Action.

## Getting Him to Say Yes

By JAMES W. FISK

**R**IDING on a crowded train the other day I was obliged to occupy a seat with a man who I learned later was a traveling salesman. I was interested in the subject of salesmanship, so our conversation naturally drifted in that direction. Soon we were telling of past experiences in the business game.

One thing that he said impressed me most forcibly. It was this: "When you go in to see a man in an endeavor to sell him goods make him say 'Yes' to every question if possible.

"Ask questions at first that you are sure he will answer with Yes and from those gradually swing around to the questions that you want him to answer in the affirmative. By that time usually he'll have the Yes habit and while of course the rule is not infallible, in the majority of cases it will work fine."

During our conversation a friend of Mr.

Traveling Man (another salesman) came down the aisle and dropped into the seat ahead. Overhearing our conversation and recognizing his friend's voice he turned around and joined in the festivities.

While many stories of successful schemes were related, the plan traveling man number two offered that seemed to have the most merit ran like this: "It's more or less of a gamble, this selling game, so I just make it a point to see as many as I can and consequently have more chances to sell. I have nearly doubled my previous records since I started this plan so I give the plan full credit for the increase."

Are these ideas any good to you? Can you use them in your business?

Stop and think a minute before you forget them entirely. If they are of value, try them out.

Maybe you'll want to make them permanent parts of your general plan of action.



*Extracts from the Actual Correspondence between the Sales Manager of the Geo. F. Eberhard Company, San Francisco, and a Live Organization of Business Builders*

## **The Salesman as a Manufacturer**

*Being Part of a General Letter to  
the Sales Force*

**E**VERY man everywhere is a salesman. He has his ability, service or personality to sell."

Not new at all, as it is a thought expressed by many a wise business "Medicine Man" or "Chief" for ages past.

Here is another thought—Every salesman is a manufacturer—turning out product.

With this idea in mind, honestly look over your own personal self.

Are you worth duplicating by a plant as a "finished man" product?

If not, what is restraining you from having better contents in the package?

Who is holding the quality down and preventing the delivery of a better finished product?

For instance, why don't you sell more of the items that are "slow" with you?

Again, why do you lose out on dealers' orders that should be yours and ours?

The reason is usually that we all hesitate to take our life, health and work seriously, sanely, earnestly and cheerfully, all of the time.

It's serious, of course, when we lose our health or job, and then most of us do get real earnest,—nothing cheerful about that. But why not avoid such a contingency by beating the issue to the possibility through preventing it with increased efficiency!

When you study the potentiality of the human mind and body, it's a wonder to

me that all of us don't wake up and move ahead faster.

## **The Golden Minutes**

To illustrate. Look at the time we waste, let alone the effort, money and opportunities lost through the errors of omission and commission.

One hour in a ten-hour working day is a small average waste with most of us. And, at that, one hour a day is at least 300 hours a year, or 30 ten-hour working days. I do not count sleep as time spent, except as sleep,—and it's good and absolutely necessary for its purpose.

Add together the time you're on the street cars, trains, waiting for customers and so on, each day.

There are few salesmen who do not waste sixty ten-hour days out of each year!

Now, to get wise and improve yourself. Carry your selling talks, bulletins and letters of instructions and study them at every opportunity. Use this odd time to outline and write out your working plan for the next day.

Another idea,—Keep a vest pocket dictionary with you and a good pocket-size book on some sensible man's life or subject, a copy of a good business or philosophical publication and read and reread. When one is mastered thoroughly, get another.

Read sense, write sense, study and memorize that which will help you to have a better sales value as a man.

I conduct some of my most valuable research on the subjects of advertising, selling, business philosophy and the major

sciences as I travel on car, train or boat and at that I always find time to sit where there is fresh air and to see what is new as I pass by.

It's the habit of improvement.

Every manufacturer must pay to have a constant study made of ways and means to improve his product. If not, his salesmen cuss him for letting his competitor get ahead.

Cuss yourself into improving,—it's a good habit, if you cuss intelligently.

You are your own manufacturer. You direct the plant and the finished product is entirely in your control.

Make it right!

### **The Habit of Accurate Speech**

**I** AM mighty glad that you realize the possibilities of appealing to human interest by featuring the athletics and other such activities at the factories. It is interesting to play upon these features to the trade. Anything to get off the beaten path and take advantage of that which will enable you to control and interest the mind of your customer so that you can create desire and formulate the resolve to buy and get the order.

I am glad that you are checking yourself up in the matter of calling the items in your line by their right names, instead of using the expressions, "the goods," "this stuff," and other such generalities. The habit of accuracy is a good one and will help you in dealing with both customers and the house. It will prevent many misunderstandings that now arise as a result of the pernicious habit of indefinite and careless speech.

### **Don't Blame the Territory— Look to Yourself**

**I** AM writing this letter to discuss the prospective business for the month of May.

I have been taking stock, as it were, of all the units in the organization. It is a monthly custom of mine to spend an evening toward the end of each month weighing up each selling unit, the work that he is doing and the way he is doing it, with an idea of co-operating with him to better his work.

Business continues to increase. Of course, we are adding responsibility all the time. The building up of the various lines in our charge makes it necessary to increase our effort and apply our energy more intelligently every month.

Your principal complaint and the underlying tone in all of your correspondence is the poor showing you are making. I have made allowance and am willing to meet you further, just on your own analysis of the situation. But there is one element that comes before me that I am going to talk to you about, and that is the old subject of "yourself."

### **A Word About Personal Habits**

I do not believe that anyone who smokes incessantly and is careless in the consumption of alcohol is an efficient unit. I cordially dislike cigarette smoking and never have I felt confidence in a man who smokes cigarettes regularly. I may like the man personally, but in my estimate of him, I always allow for that weak point in his character.

I am glad that you do not come under that heading; but you burn up enough cigars and worry the pipe often enough during the day to get in this condition. I do not think that you take yourself, your general health and your peace of mind as seriously as you should.

Of course, I know that you will come back mentally and oppose this idea. You will figure that I am assuming a great deal; that I don't know all of the good work you are doing; that I am unappreciative and possibly enjoying too good an estimate of myself and my own judgment. That is natural.

A friend called on me the other day. The first thing he said was that my old office coat made me look narrow gauged across the shoulders and hunched me up in the back. Now, I thought a great deal of that office coat and particularly its color. I smiled while the chap was with me, but what he said hurt my feelings. I thought my visitor rather impertinent, making unnecessary remarks, butting into my business. However, I have schooled myself to fight against that attitude of mind, so I looked at my favorite office coat. The

result was that the next morning I carried over another coat.

#### A Valuable Kind of Ignorance

I have said that you have the best territory on the Pacific Coast and I believe it. You do not have the largest earnings. You know that.

Perhaps for a while you could blame your poor showing to the territory; for even the best territories go wrong at times. I am willing to concede anything reasonable to work with you, and help you. But the territory has got to show up better. If it is still the territory's fault and not your fault I shall eventually be forced to put somebody into that territory who does not know enough to kick intelligently; somebody who really believes that a little more effort on his part, a little more attention to detail and a little more watching of himself and more serious attitude will produce results; one who has not reached the point where he can see that it is the fault of the customer and the territory that we are not getting business.

There is such a thing as knowing too much about that sort of thing; knowing about too many kinds of complaints; too much experience in explaining why things cannot be done, and not enough clean, red-blooded, enthusiastic effort to do things, even though the trade and the territory are not favorable.

The fact that your account is a little over-drawn does not bother me. I stand ready, as I did once before, to pay up your balance, give you a clean-cut way-bill and let you venture where possibly you will be better appreciated and have a better territory and a better line.

I do not claim to be infallible, but I do believe that the case I present and the thought that I have suggested is worthy of attention and earnest consideration from you. In fact, I feel that if you wanted to you could produce bigger results on every item. If you cannot do so, I, unfortunately, am in the position where I cannot accept your word for it and there will have to be someone else traveling in your territory before long, unless there is a change for the better.

You have worked with me for a long time and you know me well, my ideas, aims, hopes, etc. You know your territory and you certainly know yourself. Now size

them all up, think it over and then do something. You don't have to say much to me. It's results, actions, habits, and your efforts that I want to see.

#### Salesman Acknowledges a "Ginger-Up" Letter

**FRIEND EBERHARD:** Acknowledging your comment on the small sales—it is easily possible to convert a dose of the nastiest medicine into something really palatable and still not destroy its efficiency.

Lately I have been much troubled with shooting pains followed by a sinking sensation in the region of my pocketbook. This trouble has become so persistent that I have been making some special effort to effect a cure, with the result that while, at times, I thought I detected signs of permanent improvement, I yet find that on an average of about once a week that low-down sensation returns.

This appears to be particularly noticeable coincident with receipt of statement of sales and earnings to date. I am convinced that there is a direct connection between the two.

As a general thing, I am opposed to medicine and have taken a comparatively small amount, but lately I have deviated some from my customary rule and have absorbed quite a little. At present I am taking some "business tablets" which, while not exactly nasty, are far from pleasing to the taste. However, as I first remarked, it is possible to reverse this. Inasmuch as you are a friend of mine, I will let you into the secret.

If you should ever have to take a tablet under ordinary conditions, just shut your eyes, hold your breath and let her go—quick! Don't think of it before or after. You will find it comparatively easy. But if you should require a dose at a time when you happen to be in a country such as I am now in—do this:

Take the first road or trail you see—it doesn't matter where it leads—and walk. Then walk some more. Throw out your chest, open your eyes and use them, open your lungs and use them also.

When you reach an extra high spot, stop and bite off a great big chunk of fresh, clear atmosphere. It's free, and if it tastes good, take another bite. If (as is

often noticeable) after this you feel like you wanted to holler, go ahead—let out a yell like a Comanche Indian and follow it up, if you feel so inclined, with a war dance.

Follow up with a long, cool drink of water from a mountain stream. Then go back to your hotel and do whatever work you have in hand.

## Making a Mechanic of Slezak

By THOMAS DREIER

Editor "The Caxton Magazine"

**O**F COURSE all parents desire their sons to succeed. They want them to win fame and fortune. But oftentimes they attempt to drive them into work for which they have no liking—assuming that the natural liking of a boy for a certain profession is wrong and that the experience of the parents is better than the boy's inner voice.

Leo Slezak, one of the greatest dramatic tenors ever born, was destined by his parents for the machine shop. He wanted to sing more than he wanted anything else. He didn't think about fame nor did he long for wealth. All he wanted to do was to sing. His parents opposed him and sent him to a locksmith's school. So opposed to his desire were they that they wouldn't even allow him to sing at home. It was only when he joined the army that he was free to express himself.

His desire to become a singer was too great for all the opposition brought against him. In spite of parents, poverty, lack of education, he fought his way upward step by step until today his income in money is away up in the thousands and his fame is world-wide.

And the secret of his success is Love—love for his singing. He has succeeded because the small voices kept whispering to him that his mission was to sing. Unlike thousands he listened to the inner demand and conquered external obstacles. He did what he wanted to do with all his heart. He desired greatly and the means to gratify that desire were given him.

Society is a conspiracy against individual expression. It seeks to bring men down to a level.

Those who rise above the majority do so only after overcoming the inertia of the majority.

Only big men rise. Those only with big desires become big men.

Slezak, Tiffany, Wanamaker, Field, Roosevelt, Hill, Harriman, La Follette, Folk—all these became big men because they had big desires. And not only did they have big desires but had the courage, the initiative, the ability to gratify their desires in spite of all opposition.

No man does great things without overcoming great opposition.

No man has climbed to the top and found himself assisted by Fate at every turn of the road.

Ask any man who has done big things and you will discover that the road to success was not asphalt covered and straight, but that it was covered with jagged rocks and behind its many crooks and curves the enemy was discovered hidden.

Your best loved desire is the inner voice that is speaking to you.

Listen to it.

Do what you want to do.

If you want to do that which does not serve the majority, you will find yourself courting failure.

But do not repress yourself.

Evil desires sometimes can best be overcome by gratifying them. The wise man takes but one bite of the fair seeming but bitter fruit, and the child carresses but once the lovely candle flame that attracts and holds its attention.

Wisdom is not sold to all men for the same price. Therefore pay the price demanded and take what you desire.

Experience will teach what nothing else ever will.

Your life and your problems must be attended to by you.

But this is true: Equip yourself with a good desire like Slezak and success, either great or small, will be yours.

Gratify your honest desires and you will at least be honest with yourself.

# The Half-Billion-Dollar Fire Loss in America—How to Reduce It : *by* C. R. Lippmann

**W**HY LET your house, store, shop, or factory catch fire?

Sounds brutal, but you will thank me for asking.

The fire protection of your home and business property is well worth thinking over; for *every three minutes a building catches fire* in this country—165,000 of them in 1907, almost as many as were built in that year.

Our fire epidemic is increasing every year. In 1908 it amounted to \$237,000,000, according to the Fire Underwriters. This is property actually gone up in smoke.

In addition, we paid about \$342,000,000 for insurance premiums—making a total fire burden of \$579,000,000.

Do not blame the insurance companies for that. They are business institutions entitled to a reasonable profit. And their's is mighty small, considering that conflagrations like the Baltimore and San Francisco fires wipe out the earnings and surplus gathered for a generation. The blame rests entirely with the builders for using combustible material.

The insurance companies paid back for fire indemnities some \$135,000,000. But this is more than offset by the incalculable death loss through fire, the cost of fire departments or other fire protection, and the tremendous loss through interrupted plans and business.

"\$579,000,000 fire burden! Incredible!" you say; "there are not many fires in our town during the year. I don't see many. I don't read of many."

This attitude is natural. But remember—

You are not apt to hear of any but big fires elsewhere. It takes only a few seconds to snuff out human lives; only a few minutes to destroy the savings of a lifetime; only a few hours to burn up property worth millions of dollars.

## Fires Cost More Than Government

Our annual fire burden is so enormous that we can grasp its very immensity only by comparison.

It exceeded in 1908—

The running expenses of the Federal Government for the same year—\$555,000,000;

The combined assessed property valuation of Arkansas, Alabama, Nevada, New Mexico and Oklahoma;

The production of gold in the last eight years—about \$500,000,000.

The value of new buildings during the year was about \$1,000,000,000. We paid about one half of that for fire burden.

Nor do we learn by experience. The number and value of our buildings increase with the years. So does the fire loss.

In 1880, it was \$94,000,000, and the population was 50,000,000.

In 1908 it was \$237,000,000, and the population was 87,000,000. The increase in population since 1880 is seventy-three per cent. The increase in fire loss was one hundred and thirty-four per cent, or almost double the increase in population.

## What the Fire Loss Means to Your Pocket Book

Who has to pay this \$500,000,000 fire burden every year? The public at large—which means you and me.



C. R. LIPPMANN

It is not only the insurance premiums you pay. On every article you buy, you pay three insurance premiums.

The manufacturer must include the cost of his fire insurance in the cost of his goods. So must the jobber when they reach him. So must the retailer.

If you pay rent, the latter is high enough to reimburse the owner for the insurance.

According to insurance statistics, the annual fire burden in this country averages three dollars a head. That means that the father of a family of five is taxed fifteen dollars a year for fire loss.

Of course, the figures are only a partial indication of fire damage. Mere dollars and cents can give no idea of the thousands of cases of heart-rending anguish and suffering caused every year by death or injury through fire.

The United States Geological Survey reports from this cause in 1908, 1,449 deaths and 5,654 people injured. This is only a partial list; for the report says:

"These figures are incomplete and do not represent more than one-half the persons who were victims of the fires. Many fire chiefs of large cities fail to report any deaths because they could not be properly included in their annual reports. The number of persons killed and injured here is from five to seven times greater than in Europe. The cause of this gain is faulty construction of buildings in many instances."

*What makes this danger all the more terrible is its suddenness. No one can tell when and where it is going to strike next. Even the dreadful Black Hand gives warning. Fire does not.*

#### **The Remedy**

The yearly per capita loss by fire averages twelve cents in Italy, forty-nine cents in Germany. Here it is three dollars.

The reason for this difference is flimsy, combustible construction. The lumber habit is so prevalent here that even with the cost of wood doubled in the past ten years, sixty-one per cent of all new buildings in 1907 were frame.

Sixty feet of lumber is used each year for each person in Europe.

Five hundred feet of lumber is used each year for each person in the United States.

In Europe, combustible walls and roofs are not permitted,—even in small communities. Why not also here? This would considerably relieve the situation; for most of the fire losses are due to "outside fire contagion" (exposure hazard).

See Bulletin 324 of the United States Geological Survey:

Page 153: "Of the building's entire fire risk that from fire within the building is estimated on an average at forty per cent; the other sixty per cent of the risk being from exterior fires."

Page 154: "While the fire danger from exterior fires to buildings is originally estimated at sixty per cent, the risk practically becomes one hundred per cent in the course of a great conflagration."

Page 157: "Roofs, roof appurtenances, and skylights should be given ample protection from fire without."

#### **Fire Protection for Those About to Build**

Your architect would much rather design for you a fireproof or fire-resisting building than a fire-feeding one. The difference in first cost seldom exceeds twenty per cent for the former, and is more than made up by the lower insurance rates, freedom from repairs, better rent, etc.

Fire-fighting buildings are built of incombustible material, and as far as possible designed so as to afford only the minimum of draft for fire. Your architect will be able to guide you in this matter.

Suffice it to say that no matter how small your means, at least the walls and roof should be incombustible.

Hollow spaces in partitions and under floors should be avoided, or counteracted with "fire stops" that shut off the draft.

The chimney should be used for chimney purposes only, and not as a column to support beams or any other load.

Wherever possible stairways should be broken at each floor; that is, they should not form a fire-inviting flue from the ground to the top floor. Elevator shafts should be equipped with automatic fire-proof doors that will close in case of fire.

#### **Every Day Fire Precautions**

You will find it worth while to keep this handy for frequent reference by the occupants of your building.

Avoid ashes in wooden boxes, bins or on wooden floors; matches near stoves, ranges, gas jets, etc. Preferably use safety matches. Have metal or non-combustible receptacles for receiving burnt matches. Keep matches so that mice, rats and children cannot get at them. Do not keep matches in the attic.

Avoid open lights. Even candles should be enclosed in a glass chimney or lantern.

Do not carry lamps unnecessarily from one room to another; lanterns are safer for such purposes. Fill, trim and clean lamps by day-light, or else by electric light. Keep lamps away from stoves, ranges or furnaces.

See that curtains or draperies cannot be blown against the lamp, candle or gas jet.

In case of gas jets see that side brackets are not too close to wall nor chandelier burners too close to ceiling. If the walls or ceilings are thus blackened it is a danger sign.

Avoid kerosene, gasoline, etc., in the house as far as possible.

Don't use kerosene to help start the fire in the range or stove.

Don't use benzine with artificial light, except with electric light, nor in a room where there is a stove or range-fire.

Do not illuminate Christmas trees with anything but small electric lights.

Wires for electric lights should be carefully inspected by experts from time to time.

When you smell the gas leaking (unless it be very minor), do not strike a match until the room has been thoroughly aired, letting out the liberated gas. Shut off the gas immediately at the meter and send for the plumber or the gas company. Leaks in gas pipes can be temporarily stopped with soft soap.

Do not place lamps or candles near the edge of tables or stands, and see that they are out of the reach of children.

Do not leave children alone in the house with fire in stove or any artificial light,—except electric light.

The range shouldn't sit against any woodwork, and (unless the sides are exposed), should be backed and sided by brick or tile. Metal covered woodwork is not sufficient protection, as the heat conducted

by the metal might char the woodwork and set it on fire.

The range should be set on metal or stone base, and preferably be equipped with a flue to take care of the heated air.

Avoid using stove polishes containing benzine or oil.

When wearing garments with loose sleeves, keep away from open lights or fires.

Do not keep clothing or wash near the fire over night.

The furnace in the cellar should be sufficiently clear of the woodwork so that the latter will not char. It should stand on the ground or on a metal, stone or cement base.

A wooden cellar floor should not come within five feet of the furnace.

Do not overheat furnace, range or stove.

Where flues enter the walls, see that the pipes fit tightly, and are provided with non-combustible collars.

Holes in the walls, partitions or chimneys should be promptly closed up.

In case of fireproof walls between departments in stores or factories, fireproof doors should also be provided.

On every floor should be one or more fire buckets filled with water and other liquid and dry powder extinguishers. Any ordinary bucket will answer. But it is important to always have it filled and in the same place, so it can be found readily. The biggest blaze could have been put out with one bucket of water at the right time. If these buckets stand convenient to the stairways, they are easily available on any floor.

To make them more sightly they may be painted or covered to harmonize with the general color scheme of furnishing.

Unless there is a substantial fire escape in good working order, a rope with a suitable hook that readily fastens on the window sill should be in every room above the ground floor.

If you have a telephone in the house, see that every member of the family is familiar with the call number of the fire department. Also see that every one is familiar with the nearest fire call box.

Fire drills in offices, factories, schools, public institutions, on board ship, etc., are



recommended as a necessity. Why not also in private residences?

*Even the smallest families will benefit from fire drills by giving the members cooler heads in time of emergency. Disasters are generally the result of minds confused by danger.*

#### What to do When Facing Fire

In case of fire, shut the doors and windows, to avoid drafts.

When using fire extinguishers or fire buckets, pour the water at the highest point of the fire and work downwards; which will also be the natural course of the water.

When curtains or draperies catch fire, pull them down quickly and smother the flames with woolen rugs or blankets.

When your clothes catch fire, do not run, as the draft thus created will only feed the flames. Wrap yourself or have

somebody wrap you in woolen blankets, carpets, etc. Flimsy cotton material is unsuitable as it quickly blazes up.

Oil fires cannot be quenched with water, but should be smothered with dry powder extinguisher, sand (from a handy flower pot) rugs, carpets, etc.

In a smoke-filled room the air is clearest near the floor. In many cases crawling will enable you to live through it.

"What can I do to stem the fire danger?" you will ask; "I am only one."

It will pay everybody to help, both from a selfish and unselfish point of view.

And here's how you can help:

Talk about it to your friends, to house-owners, etc., particularly when about to build, to rent or when repairs are necessary.

Bear these facts in mind when you re-roof or build.

## Memorizing the Selling Points

By GEO. H. EBERHARD

I WAS asked by a salesman a few days ago: "How do you keep in mind the great variety of selling talks on your lines that you continually use as illustrations when lecturing?"

For a few seconds he had me "stalling" as I did not quickly appreciate that he wanted to know how to memorize the selling points of the line he sold.

And, honest, he was several weeks past thirty-eight years old. The way to memorize was put before him when he first sat up and took notice. Just think—

How did he learn to say Father and Mother?

How did he learn to say A, B, C, D, and etc.?

To spell "Cat" and "Rat"?

I asked this chap and he said by repetition. It was more than that. It was by written and verbal repetition, and by association. Our remembered facts, words, and figures are like pearls on a string. Pick up one and those on either side follow—and their fellows follow them. We can so arrange and classify ideas in our minds that each, as it is brought forth naturally suggests those that should follow. One

mighty good classification for selling points is to keep them in their logical order. Then you can remember them more easily and so can the customer. But it takes repetition, written and verbal, to fix them in their order.

Now, at thirty-eight years past, this man did not know that to be a real, efficient salesman he must read and read aloud to himself and others, time and time again, each selling argument, feature, point or idea in the advertising literature and letters of instructions, as well as talk to the trade.

Go to your room and read aloud all the advertising circulars, forms, sales talks and letters you have with you now and I will gamble a five-dollar hat with you if you do it that you will find a wealth of good helps that you are unconsciously overlooking, and you will not forget them again as quickly as if you read without the verbal help.

Write, read, talk, think, live and act the things you want to make good on. You can improve a little with every effort.

Think on this fundamental idea,—that you go forward on what you say and do, and as all men are but boys grown up, the old A, B, C way is the best to memorize

intelligently what you want to know and should know.

Imagine a man who started to learn a foreign language by reading it once, like some "meaty" letters I have seen read.

Every sales help the house sends you is "foreign language" until you can repeat it readily, understandingly, and at the right time.

It's easy to be efficient and to succeed. Keep clean, eat sensibly, drink like a man who respects himself, breathe fresh air, rest, study, memorize intelligently, laugh and work.

Take advantage of your opportunities and time as the other fellow should who is not making good—the fellow that you can criticise so easily.

I know it's simple to tell what some one else should do, but don't let my telling stop you. Some people put on airs because they do not make more money out of their work. Don't let them deceive you into wrong ways.

Play at brain-directed life and work. It's more fascinating than A, B, C's and more interesting.

## You—The Selling Target

By LUTHER D. FERNALD

*Western Representative, The Housekeeper*

**W**RITE the word *you*—and then go ahead."

A genius in the advertising business once gave me that piece of advice in writing advertising copy. He said it was the most valuable advice he could give. I agree with him; it was.

Try it yourself whenever you want to write something that will do the business. Write *you*—and go ahead.

The only thing, after all, that the reader of what you write is going to be interested in is *what concerns him*. So the sooner you get down to business and tell him how what you're writing concerns him, the better it will be for your response from him.

If you'll study the most efficient advertisements you'll see how true this is. It's *you* all through. The men who write them simply make themselves think of the men they're writing *to*, not of themselves or of the men they're writing *for*.

### Turn the Thoughts Around Yourself

The aim of all salesmanship, written or spoken, is to make the prospective buyer feel as you want to have him feel about your goods. To do this you've got to translate your point of view into his point of view.

You want *your* thoughts in *his* mind. But to do this you've got not only to put into his mind the thoughts which you want



to have there, but you've got to put them into his mind *as* you want to have them there.

So don't ask him to turn your thoughts around and make them his own; do the turning around yourself, and put them into his mind turned around for him.

Drop the word *I* in selling and write or talk *you* instead.

Don't write "I am selling," but "You can buy." There's a world of difference between the two. It doesn't interest him that you are selling—except that *he* can buy. So you're getting down to brass tacks when you use *you*.

Try it on any selling phrase you have and you will find that phrase immensely more effective when given from the *you* point of view than from the *I*.

And the best part of the "*you* point of view talk" is that you unconsciously hew to the line of the customer's point of view with a certainty and exactness otherwise difficult or impossible. Having his idea of things constantly before you, you forestall objections, as well as make your aggressive points more forcibly.

The *you* line is the shortest distance to travel in selling; here actual selling travel begins and ends. Preliminaries and discursive talk may be necessary connections to get upon this main line; but the sooner you get there, the sooner you'll sell.

# Small Change for the Mental Cash Register : *minted* by Dr. W. A. Mackenzie

**T**HERE is a difference between mere activity because of necessity and "getting there." You *get there* because you like to. Stick a pin in a man and he will burn energy in uncontrolled activity. Start a fire in town, and he will get there because he likes to see it. Moral—Set afire to something out on the hill of ambition and chase yourself that way instead of moving just because the boss' looks stick pins in your laziness.

The woolen goods salesman who knows his line so thoroughly that he can tell the way a sheep will wag its tail and likes an Ethiopian waiter because his hair reminds him of his line, though he may be classed as eccentric by the "less-works" will likely be a partner in "Cloth 'Em & Sons," when his addleheaded brother salesman of the same line, who "cottons" to every "piece of calico" he sees instead of having an all-wool character, will be holding down the job of selling dill-pickles in a saccharine-loving territory. Stick to the lamb chops, please; they are easily digested.

The traveling salesman who devotes most of his time to winking or leering at a pretty girl (who though race-sister to his mother, is unprotected from his impudence) is liable to so strain his eyes that he can't see a big salesmanship opportunity when it looms before him.

Billiards and pool are all right, per se. However, while snooping around in the night gown of the sub-conscious, I have seen so many wasted lives grinning out of the table pockets, that every time I hear a billiard made, I think it is the crack of one of those grinning skulls.

The Hindus tell us that a bar room is peopled with the astral selves of its departed devotees, and yet the "young sport" characterizes a non-habituate of such places as a "dead one." Guess his astral focus is

wrong somewhere for the Hindu usually philosophizes correctly.

The habit of painting the town red is synonymous with painting the next morning blue, opportunities gray and the future black.

There is just as much difference between prominence and conspicuousness as between a well-developed brow and a pimple on the forehead.

It is more to a man's credit nowadays to be the immediate ancestor of a happy family than to be a seedy descendant of the Pilgrim fathers.

No one ever knew what a cactus could be good for until it gave Burbank a great work to do; similarly, we opine that the prickly dispositioned man simply lives and grows to give the Lord some transformation work to do in a better sphere.

Bill Slackpants, when a young man, 'lowed that "paw's farm was just so run-down, it would'nt raise a fever." Eddy Earlymorn's paw owned the adjoining farm, and Eddy just racked his brains out digging up new stuff to try on that land in a strenuous endeavor to instill in the panorama of red clay a pleasing contrast with shadows of luscious producing loams. Now Bill cleans autos for Eddy and opines that "some men are jist born lucky," for he "knew Eddy all his life and never thought he would amount to nothin'. But you never kin tell."

Say, brother, feel as if you could succeed if you only felt good all the time? Take down the will-saws and rip off the breakfast hour, trim down the luncheon and divide the dinner. Key-hole out the drinks and smokes, inlay a bit of exercise and health suggestion, varnish up with positive enamel, and before you know it you will have the success cabinet all furnished for your life-room.

A man who is always busy building body, soul and mind, frequently can't even hear "Old Man Death" knocking at his body's sanctum, and only admits him when he finally feels that having thoroughly worked his claim in this world, he has business with the "old man" as to successful transportation to the next.

Now, young man, can the photo-conceiving power of your mentality strain itself enough to imagine Abe Lincoln tied to the butt end of a cigarette? If it can, then smoke 'em. A man has to live according to his mind's lens, even if that's foggy; however, if such is the case, better let that old optician, Dr. Soul, take a squint into your "think kodak."

Politics may be all right—for the other fellow; while you're sitting in Hotel Hard-tack arguing with the whiskey drummer as to high tariff on penuchle decks, there may be some other fellows thinking out a cheaper American process that will knock the smithereenes out of any tariff argument that was ever popocatepetaled. You may think that last word is wrong, but most argument is volcanic and leaves little behind it save woe, ruined friendship and wasted opportunity.

The finger that will stick to an employer's stamp is a reliable indicator that its owner will stick in the rut of failure and hang to his poor old job until a better man kicks it from under him.

Watching the clock is liable to strain the success-sight.

Anything that can't be multiplied or added to so that it equals a stair-step to progress you'd better let alone.

I've heard men criticize the way the Government was running things when their wives made the family living.

A rolling stone is all right if you can only make it roll up hill.

Don't be discouraged if you're not of a Jeffries build. You can succeed just as well if every part of your body is small if the soul and mentality are large. If you

doubt that good goods and much force is concealed in small packages, try touching the end of a live wire. Be a live wire—and you'll shock the very foundations of life into successful attraction to you.

No, young man, there is no state or national law against a bartender becoming President, but there's a greater law intervenes, that of compensation.

Consider the lilies of the field—the strongest thing they drink is dew.

There's a difference in results from the shine on the seat of a man's trousers caused by pegging away at the old office stool and the shine on the knees put there at a "crap" game.

Leaven means a little thing that'll everlastingly send a big thing swelling skyward. Leaven a big batch of the blues with a bit of earnest work, and watch the batch get light with the laughing gas of happiness. Smile when you are vexed; whistle when you are mad; breathe deep when you are sad, and work when you are blue, and if a Judgment Day ever does come, St. Peter will take you for an angel because of your soul-shine.

There is a difference in the potency of mottos. I learned that at the village barber's house way back in Kidville. Brother Bob—now trying to find souls by sawing off folks' legs up in Ann Arbor—and I were fond of playing with the barber's boys at their home—counting difference in social status as a thing beneath notice. Over the door in their sitting-room swung a vari-colored motto—"What is home without a mother" and Mrs. B. had the longest and keenest tongue that ever dissected an unsuspecting character. One evening, we were playing "I spy" in the bedroom, which was likewise ornamented with the design "God Bless our Home," when the village tonsorialist hove into view all decks submerged in alcoholic exuberation. He had about 25 cents worth of chuck steak with him, supposedly for supper, but forgetting the fact that he carried the bulk of the evening meal with him, it made him sore because Mrs. B. hadn't things all

ready, so he let fly with the steak, missed her and caught Bob square in the eye. Beef steak is fine, properly handled, but as an eye salute, it's poor—besides we've mentioned the fact that it was "chuck." Bob and I sailed for home with all faith in mottos lost. Since then I've learned that the true motto is not etched with zepher on tinselled card-board but etched on the soul by the acid of work and the retouching of love and humanity.

Marital love and fidelity are two of the most potent adjuncts to character, business and success building. When you hear

the blatant would-be humorist shouting "marriage is a failure," you may be sure it's likely to be true in his case. The greatest trouble with marriage is that the average man handles love as if it was made of pig iron. Love is a fragile and wonderful thing. A violet is none the less beautiful, fragrant and useful because it will wither in the frost, likewise marital love if watered by the dew of tenderness, nurtured by the sunshine of gentleness, and cultivated by true fidelity will blossom in sweeter radiance than any other flower in the garden of success.

## Extracting All the Gold

By JOHN E. BULLARD

**I**N ONE process of extracting gold, sand containing gold is thrown into a sluiceway containing running water. The water washes the sand over little pools of mercury. The mercury dissolves the gold and allows the sand to pass on. If there is just the right amount of mercury distributed over the right area, practically all the gold is taken out. If there is nothing but water, no gold is removed.

What we read or hear is largely sand but in it there is a deal of gold. Some minds seem to possess the judgment or, as we would call it in the process just described, the right amount of mercury to extract all the gold. Other minds seem to contain nothing but water.

Criticism and advice is wealth-bearing. Much of it is of no value, yet it all contains gold. If our mind has the right amount of mercury this will be extracted.

An education does not mean learning things by rote or becoming a living encyclopedia. It does mean so equipping the mind with mercury that it will extract all the gold from the sand thrown into it. There is not a man, a woman or a child from whom we can learn nothing. All the sand made up of conversation or writing contains gold. Some kinds, of course, are richer than others, but all of them contain gold.

If we take all criticism and advice in good part and carefully store it away in

our memory to run through the refining process, we greatly benefit by it. On the other hand, if we take it angrily, we upset the mercury, waste our energy and gain nothing.

We should endeavor to give advice and criticism constructively rather than destructively. Destructive advice and criticism is poor sand. It is more likely to clog the refining apparatus than to yield any great amount of wealth.

Constructive advice and criticism, on the other hand, is very rich in gold. It always proves profitable both to the criticizer and the criticized. That is the reason the salesman who never mentions his competitor's goods but who always makes his sales on the merits of his own goods seldom has an order cancelled or a dissatisfied customer. His advice is constructive and shows the customer how he will benefit materially by his goods. As I have already stated, some minds contain a larger area of mercury than others. The less the capacity of the mind you are dealing with the more the need of constructive work. All other work is likely to be wasted.

Extract all the gold from everything entering the mind. The perfectly educated man is he who does extract all of it.

Self-control, good books, conversation with better men than we are and constructive criticism will help.



### Will and His Cows

**WHO'S WILL?** Well, never mind—he's an old friend and schoolmate of mine, and I go around to see him every time I am in the neighborhood of his dairy farm. And, while I'm there, I learn all I can about business. No, not the dairy business particularly, but just business.

Will has fifteen or twenty cows—all more or less Guernseys. Some of them are pure-bred Guernseys—can trace their lineage back through both parents to the finest stock on the little Isle of Guernsey. The others are of all degrees of purity. But every time I go there, the herd as a whole is a little more nearly pure-bred than it was the time before.

As rapidly as possible, Will is selling off the mixed-blood cattle and replacing them with the pure-bred heifers.

But that isn't all.

A cow has to make good to stay in Will's herd.

He weighs what each cow eats, then weighs the milk she gives, and then tests her milk to find how rich it is. This is determined in pounds of butter fat. He knows to an ounce how many pounds of butter fat each cow produces for each hundred-weight of feed that she eats.

The cows whose proportion is lowest he sells, no matter how pure-bred they may be. Those whose proportion is the highest, he keeps, and they become the mothers and grandmothers of the rest of his herd.

But Will has still another way of increasing the profits from his cows. He feeds them scientifically. He has experimented with each cow until he has learned just what proportions of different kinds of feed will enable her to produce the largest result.

He found that he could get better results with most if not all of his cows by feeding bran in place of oats. And bran costs but a fraction of what oats do.

He found that his cows produced more butter fat when fed on clover hay than when fed on timothy. And his land will grow more tons to the acre of clover than of timothy. Incidentally, the clover is better for the land than timothy. These are examples of some of the things Will has found out about feeding his cows for profit.

Then he has experimented to find what effect shelter, ventilation, light, cleanliness, and comfort through protection from insects has on the production of butter-fat. What he learns he puts into practice. He doesn't just find it out and then go off, saying, "That's mighty interesting. I'll bet a fellow could make a pile of money by handling his cattle that way."

### Scientific Methods of a Farmer

Another way Will makes money on his cows is by the careful use of by-products. He knows to a cent which is the most profitable, to feed his skimmed milk to pigs, chickens, or calves. He gets his manure out on the land where it will do some good before the rains have leached all the value out of it.

But Will isn't satisfied just to dig out things for himself. He subscribes to and studies the best dairy journals, he keeps in touch with other dairymen—and especially Guernsey breeders—through correspondence and visits. He attends the conventions and institutes, the dairy shows, and lectures and demonstrations at the agricultural college of the university of his state. He buys and reads the best books written on the subject of dairying. And he secures and studies the reports of the Federal and

State Departments of Agriculture on the dairy business.

What he learns, he knows, because he uses it in his own work.

### The Meat of the Nut

For all this, what does he get?

Here's the place, my good friend in the business world, where you and I had better sit up and take very special notice.

Will has fifteen or twenty cows. They represent a certain investment of capital. The land necessary for their maintenance represents a certain investment of capital.

Will has a neighbor who has a herd of about a hundred and fifty cows, representing at least five times as great an investment of capital as Will's herd. The land necessary to keep them represents at least three times as much capital as there is invested in Will's land.

And yet, Will's actual cash profits are bigger than those of his neighbor, to say nothing of the lighter responsibility, the greater joy in doing the work with a consciousness that it is being done well, and the feeling of power Will has in knowing the truth.

Will's neighbor breeds, feeds, milks, and cares for his herd just any old way to get the work done.

Now really, old man, I've said enough, haven't I? Isn't the moral of the tale sufficiently obvious?

### Buying at Ernsting's

I RAN across Robson out West and saw that he belonged. He saw me at the same time and said he felt the same way about it. So we spent a night over our routing for the next two months, with the result that the "skeedoodle" I sent my house the next morning was a carbon copy of the one he mailed to his sales manager.

Afterwards, I was almost tempted to be sorry, at times, that I had committed myself. Robson was most excellent company except on those moonlit occasions when he rhapsodized about "Her."

I got so I would fake up an evening appointment with a customer on the days when Robson drew a thick, gray envelope from Uncle Sam. But, by and by I began to get interested, in spite of myself, and

even grew sentimental enough to let the lad read me discretely chosen passages from Her letters.

The result of it all was, that as we began to close in on Los Angeles, where She was spending the winter, Robson would drag me off to the jewelry stores, about three nights in the week, to look over and price solitaire diamond rings.

Now, let it be understood that, while Robson was in alternate deliriums of joy and despair, he could still sell goods, morning, noon, and night. And there was no wobbling of his keen business sense. In this matter of buying a diamond ring, he was as astute as if his brain and heart had been as cool as a frog on a lily-pad. For a long time, he didn't see anything that suited him as to size, color, and setting.

"You see, this is probably the only engagement ring I'll ever have the delicious anguish of buying," he told me, "so I'm going to get all the fun out of it I can. Besides, since this is to be Our engagement ring all our lives, I want it to be just right."

### Why the Price Cutter Lost a Sale

Finally, at Riverside, he saw a ring that struck his fastidious fancy. "How much?" he asked the jeweler.

"One hundred and eighty-five."

"H'm—isn't that a little steep for a stone of that size and quality?"

"No. That's my price," answered the merchant. And then he began to extol the beauty and value of the stone and its setting.

"But I can get better stones than this in Los Angeles for a hundred and seventy dollars," objected Robson.

And so they haggled back and forth.

Finally, the seller of gems weakened.

"Well, I'll tell you, Mr. Robson, you will have a chance to speak a good word for me with the boys on the road, so I'll let you have that ring at a hundred and seventy-five dollars."

"Nothing doing," observed Robson.

Having once broken away from his moorings, the storekeeper came down with a crash.

"Well, take it at a hundred and seventy, then. Your good will is worth something to me."

"No, I guess I'd better wait until I get to Los Angeles, after all," said Robson. "I might see something there that I would like better."

"What I don't know about the value of a diamond, Mort," said Robson as we left the store, "is a great and precious store of knowledge. I want the best diamond for its size obtainable. And the only way I can tell about the value is by the price. When the price totters and won't stay put, then I'm all at sea. I'm not going to waste any more time on it. I'll wait until I get to Los Angeles."

#### Ernsting's Unshakable Policy

So it was that when we went into Ernsting's, in San Diego, two days later, it was on business of mine, and not because Robson was looking for a diamond.

While we were waiting to see Ernsting, a fine-looking old gentleman came in and asked to see some solid silver tableware. After he had chosen what he wanted, he asked the price.

"Forty dollars for the complete set," answered the courteous salesman.

"Is that the regular retail price?" the old gentleman inquired, condescendingly.

"Yes," said the salesman, "that's the price to everyone."

"Yes, yes, of course," assented the customer, "but you see I'm an old friend and business associate of Mr. Ernsting's. And it's customary, you know, in such cases, to give a discount."

"Our rule is one price to all, Mr. Torwick," said the salesman, courteously, but firmly. "Mr. Ernsting permits no exception to it—and makes none himself."

"Well, I'll see him about it," returned the old fellow, pompously. And he strutted back to the office.

Well, do you know, it took that dear old man just three quarters of an hour of taffy, cajolery, pleading, demanding, threatening, and blustering to get it through his thick head that Ernsting meant what he said when he told him that his rule was one price for all, and that he would not break it for the best friend he had in the world, even if he never sold another dollar's worth of jewelry until doom cracked clear across in three plac s.

And, when it was all over, the old man planked down his forty dollars.

Just then I happened to glance at Robson. His face was beatific.

"Right here's where I buy my ring, Mort," he crowed.

\* \* \*

"Yes," said Ernsting, as he handed Robson the dainty little package and took his two hundred dollars, "notwithstanding the panic of the last two years, I have done more business than I ever did before—and made a bigger profit on it.

"When I told the other merchants here that I was going to adopt the one-price policy, two years ago, they gave me six months to get into the hands of the sheriff. They said that the public was so accustomed to little concessions in price on such things as jewelry that it was hopeless to try to change.

"But I believed in the native good sense of the people. Besides that, I have been educating them—beginning by educating my salespeople. They are heart and soul with me in the new system. It makes them more independent and self-reliant when they know that no customer can go over their heads to me and get a better price than they quote.

#### One-Price Policy Wins Customers

"I find that my customers like it better. They know that they are getting the very best price that I can make them at the very start. That saves them time and worry. Formerly, when a man had beat me down two dollars on a twenty-dollar watch, he was in an agony because he wondered afterward if I wouldn't have knocked off three dollars if he had been a little more persistent.

"Then, too, I get a great many customers who wouldn't trade with me before, because they couldn't be sure of my prices. They are the kind of people who, either from principle or by inclination, will not haggle with a dealer over prices. They are a valuable clientele—and their numbers are growing. They are the busy men and women who haven't the time and can't afford the nervous energy to struggle through a long argument with a dealer in order to get their jewelry at a fair price.



"Then there are people from other cities who are beginning to come to me because they know that they will get fair treatment here.

"So, instead of going into bankruptcy on account of adopting the one-price policy, I am making more money than ever before—and I can assure you I get a great deal more pleasure out of doing business. There's a satisfaction in it I never knew before."

### How a Retail Salesman Succeeded

HONESTLY, I sometimes wonder what some retail "salesmen" imagine they draw their pay for. The opportunities for the real thing in this kind of work are glorious—there is so little competition.

The other day, I wanted a collar—needed one. My laundryman's lady assistant had marred my otherwise irreproachable attire.

I went into one of the "swellest" of the stores on State Street, Chicago, and stepped up to the neckwear counter. My idea was to give the "salesman" there a little test.

"I wish to buy a dollar necktie," I said, looking him in the eye. "A narrow four-in-hand in green silk will be about right. There, that one next to the end will do."

He took it out, and I paid for it. While I was waiting to have it wrapped up, I said to my subject of experiment, "Now I have bought something of you—how would you like to sell me something."

He stirred sluggishly in his sleep.

"Sure thing!" he said, beginning to show some signs of animation, "what'll it be? Pair of gloves? Or what shall I show you?"

"Well," I said, "let's see; do you think of anything I really need?"

"Why no," he said, looking at me as if he thought I had taken a drop too much or had broken away from my keeper.

"Well then, tell me—have you ever heard of the Science of Salesmanship? Do you believe that observation is a quality that helps a man to sell goods?"

"Huh?"

Will you believe it, even then he didn't wake up to the fact that one wing of my collar was torn for over a quarter of an inch.

How much do you want to bet that that order-taker is not discontented—that he doesn't think that he has no chance for advancement—that he can't think of any way in which he might increase his sales and his salary? Oh, I wouldn't take your money. It's a sure thing.

### A Real Salesman

But I must not leave you with so bad a taste in your mouth.

I was still looking for a retail *salesman*, so I left my inanimate friend and sought another store. There I repeated the experiment—at least I started out to. But, before I had got to the point of asking my question about his wanting to sell me something, the wide awake salesman—the real thing this time—had called my attention to a collar so built that it reduced the total output of profanity by about thirteen per cent because it let a fellow's tie slip easily. Tactfully leading me along, he demonstrated how the thing worked, let me try it myself to see how easy it was, and finally wound up by selling me a dozen collars where I had intended to buy only two.

The difference between the two wasn't so great, was it? It was only the least little bit more trouble for the second one to sell me that dozen collars. He wasn't any smarter or any better looking than the first one I called upon. Perhaps he didn't know any more about his goods—although it is a safe bet that he did. But he was awake, alive, enthusiastic, cheerful, and showed that he wanted to do his best for me.

So he added a dollar and a half to his total sales that day—on my purchase alone, and probably on many others. Not only that, but his evident desire to serve me has taken me back to him a number of times since. The last time I was in the store, he had been promoted to management of the department.

All because he was willing to keep alive and take a little pains to do his best. Easy, isn't it?

Whoever is satisfied with what he does has reached his culminating point; he will progress no more. Man's destiny is not to be satisfied, but forever unsatisfied—not to succeed, but to labor.

# Nature's Laws for Keeping Young and Vigorous : by H. Lindlahr, M. D., D. O.

**W**HY GROW old? "What a question!" you exclaim. "We grow old because we cannot prevent it; because Nature has decreed it so."

Of course, we shall grow old in years, but if we live in harmony with Nature's laws, we need not grow old in mind or heart, or lose our energy and suppleness of body.

Animals in freedom retain their full vigor and beauty of form almost to the end of life. Among antelope, deer, and elk, the oldest bucks are usually the leaders of the band. In order to maintain their supremacy, they must continually fight and vanquish their younger rivals.

## Mental Magic

In order to grow younger as you grow older, practice mental magic. The body is a materialization of your mental images. "As a man thinketh in his heart, so is he."

See yourself, in your mind's eye, always as beautiful, active, and vigorous as in the prime of youth; for "a man is never older than he feels, and a woman never older than she looks."

"But," you ask, "how shall we keep our feelings and our looks young?"

That is simple. Bathe daily in the sparkling waters of cheerfulness and in the milk of human kindness. Learn how to relax completely in body and mind. Never entertain discordant and destructive thoughts and emotions.

Mental magic alone, however, is not sufficient to prevent the aging of body and mind. We must also live in harmony with the laws of the physical plane.

No matter how good a watch you have, if you allow it to fill up with dust, dirt and corroding acids it will soon lose time and finally stop entirely. This is exactly what happens to the human clock when it "grows old."

Growing old consists in the accumulation of waste, and morbid matter, earthy deposits, destructive acids and alkaloids, causing the stiffening and hardening of

joints, bones, veins and arteries and the gradual loss of physical and mental energy.

Do you ever stop to think how this clogging and corroding of the wheels of life is promoted and accelerated by wrong habits of eating and drinking? Food chemistry as taught by the school of Nature Cure clearly shows that excessive use of starchy and proteid foods is the most prolific cause of disease and of premature old age. These classes of foods create in the body a large variety of destructive acids and alkaloids, such as uric acid, sulphuric acid, oxalic acid, xanthin, creatine and other poisons.

## Some Foods that Hasten Old Age

Flesh foods especially favor these morbid accumulations because they are already saturated with the waste products of the animal carcass.

The poisonous xanthins of coffee and tea are almost identical with uric acid. While at first they over-stimulate the organism, the second and lasting effect is to benumb and paralyze heart and nerves and to retard elimination, thus causing directly and indirectly retention and accumulation of waste matter in the body.

For these reasons, we realize that the only way to keep the system pure and sweet and its vibratory activities vigorous and harmonious, is to reduce in the daily dietary the allowance of starchy and proteid food and to use a larger proportion of fruits and vegetables, whose alkaline elements tend to dissolve and eliminate the acid crystallizations and deposits in the tissues.

This becomes more imperative as we grow older. A young and growing body physically active in play and sport, needs a great deal of proteid to build and replace the rapidly changing and growing cells and tissues.

## Some Foods that Help Renew Youth

When we pass the meridian of life growth ceases; there is much less physical activity and therefore much less need of

starchy, fatty and albuminous foods. Therefore, as we advance in years these foods should be reduced in amount and replaced by the dissolving and eliminating fruits and vegetables. But conventional habits and some doctors' advice usually favor the opposite course.

"You are growing older," says the tradition-bound doctor. "You must have plenty of strengthening foods—meats, eggs, fish, and fowl. You need some form of stimulant. Coffee or tea, and an occasional glass of beer or of Somebody's Old Malt, won't hurt you."

Frequently we hear the statement, "All the young people in the house are now living on the natural diet. But, you know, father and mother are getting old, and they must have their soup and meat to keep up their strength."

Reverse the prevalent ideas on right living, and you are just about right.

The older we grow, the less we need of the heavy, clogging foods, and the more of the light and purifying.

#### **Economy of Vital Force**

The majority of people eat too much anyway. Habitual stuffing, practiced through many generations, has made it second nature. Many consume the best part of their vital force in endeavoring to digest and eliminate superfluous quantities of food and drink. Every ounce of food in excess of actual needs wastes vital force. That is why the ancients said, "Plenus venter non studet libenter," a full stomach does not like to study.

Vital energy required to remove useless ballast cannot be transformed into mental or physical energy. Vital force is a primary force. It cannot be eaten. It comes from the source of all life, and is independent of the physical body just as electricity is independent of the bulb which it fills with light.

Food can only furnish fuel material for the flame of life and keep the human organism in such condition that vital force can manifest itself in it and through it.

If food and drink could give "life" they should prolong it indefinitely. In that case the glutton and drunkard would live the longest. But common experience teaches us

that the man temperate in all things, best preserves his physical and mental vigor and lives the longest.

#### **How to Grow Younger**

Keep in the light. Cultivate the air and light bath. Nothing sweet or beautiful grows or ripens in the darkness.

Avoid fear in all its forms of expression; it is responsible for the greater part of human suffering. The only thing to fear in the world is fear.

Don't live to eat but eat to live. The cook is the chief executioner of King Death.

In the morning do not say, "I am another day older and so much nearer the end"—say, "I feel one day younger."

How can we grow old with all eternity before us?

The great masters or teachers tell us that in the future life, the blessed always appear in the vigor and beauty of mature manhood and womanhood.

Be as a child. Live simply and naturally. Steer clear of avarice and worry.

Cultivate the spirit of content. Nothing ages and furrows the brow so quickly as nagging discontent, suspicion, and jealousy.

Before going to sleep, throw off all the cares and anxieties of the day, and attune your physical and mental vibrations to harmonies of rest and peace and love.

### **Imagination in Business**

*By John L. Hunter*

**I**MAGINATION in the lives and thinking of people is one of the most needed qualities of the human race today. Imagination is nothing more nor less than the ability to see things before they are actually brought about.

Imagination of the right kind sees things so real and sees them to so much purpose that the person doing the imagining can bring things to pass, can create, can make out of little or almost nothing the real things of this world.

You can talk about ambition and hope and courage, and stick-to-it-iveness, and a whole lot of these very fine qualities but they amount to absolutely nothing without imagination to show what these qualities ought to bring out.

You go to work day after day, and if you are one of the unfortunates with little imagination, your life is one continual grind, you are a drudge, you are a slave, you have no hope, you are losing your courage, your red corpuscles are oozing out of you.

If you have imagination to picture to yourself the future either in what you are doing now, or some other line that might suit you better, these other qualities that are talked and preached of so much would come to you of their own accord.

Imagination has a good deal that makes it seem like a divine power. It must not be confounded with the capacity to build useless air castles. It must not be mixed with the idea that a great many have of clairvoyancy. We must remember, however, that it is this capacity to see far into things which has made it possible for the great commercial industries of the country to be built. We must not forget that the heads of these industries had the picture in their mind long before the industry had fairly started. Ambition without imagination of the right kind and controlled and kept in proper channels, will lead to vain efforts in countless directions; and the possessor of overwhelming ambition is to be pitied unless he has trained his ambition to see some one course ahead of him, some line of work to follow, some road to travel. Of course, he needs the persistence to stick to it as long as he draws breath.

Without imagination, to what would Washington, Lincoln, Wanamaker, Marshall Field, Rockefeller, Harriman and Roosevelt, amounted either to themselves or to the world. Bring it right close home; where would the head of this establishment have been if he hadn't had pictured in his mind a business of his own. It was the capacity to imagine true that enabled him to see the future ahead of him.

Imagination of the right kind doesn't come of stagnant air, and overstuffed bodies and dissipated energies. It comes from association with out-door creation, from plenty of oxygen, from plenty of exercise, from deep breathing and from thorough chewing and cleanliness.

No one could be shut up a four square box and develop an imagination that is

worth a picayune. If you have been trying to do it that way, get out of the box. Give your imagination sunlight and water and warmth, let it sprout, watch it and tend it and see that it grows.

## Confidence and Courage

By W. H. Tennyson

**A**LL SUCCESSFUL business is based on confidence. The men in any business who are most eminently successful are those who, other things being equal, are able most naturally to inspire confidence.

Down in Bristol, Tennessee, there is a life insurance man, William Dickson, to be exact, who makes it his business to inspire confidence. In sending in a \$10,000, ten pay life application, recently, he wrote to his superior:

"This is the hardest fight I have had. There were three other companies working on the case. The ——— was talking straight life. I took the ten pay from the start and stuck to it.

"I stood so firm, said nothing reflecting on any company, that the applicant took me into his confidence, and made me his advisor in helping him compare all contracts. I let him draw his own conclusions, and each conclusion brought him around to the ten pay.

"I then swung to a letter from a personal friend; and the applicant said: 'I never heard of such a result before; I am ready to take a policy in your company.'

"He stated, however, that he was talking to so many that he would like to have some off of the first premium. This I was not expecting. However, looking him straight in the eye, I said, 'I cannot do it. It is strictly against the law, would place me liable to a fine, to loss of my license, and render my company liable to a fine, and the contract would be null and void.'

"Then I asked him whether he would consider me capable and faithful as an advisor if my advice was to controvert the law and render the contract void? Or would he consider me capable if I jeopardized my own future?

"The applicant said, 'I admire you for standing by your guns in such a manly and high-toned way. I will take your policy.'"

This experience teaches some valuable lessons.

First and foremost, it shows the commercial value of a confidence-inspiring talk.

Second, it shows that it is better to build up than to tear down; that is, more will be gained by talking *for* your goods and your house than by talking *against* competitors.

The institution you represent is only one, but there are many competitors.

Let your arguments be constructive, not destructive.

Again, this experience demonstrates the need for courage—courage to back up one's convictions against all temptation, courage to take a high stand and to hold it without weighing the possible loss.

There is a dialogue in one of the popular

dramas now playing in New York illustrating what is coming to be acknowledged as a general truth, that the fear of a thing rather than the thing itself is what depresses men. Had Mr. Dickson feared his competition or the request for the rebate he would have lost out. As it was, courage conquered, and he won.

Finally, his letter demonstrates that he who succeeds is he who goes prepared. Mr. Dickson had studied his prospect's need, and was therefore in a position to offer him the contract that would best *serve* him and satisfy his own peculiar needs.

Plan your work; then work your plan. Let it be said of you: "This man succeeded because he went prepared"—prepared in every way, mentally, physically and in respect to will.

## Spark Plugs for the Success Motor

By LOUIS LEHMAN

**I**NDUSTRY and perseverance can be summed up in the saying I learned when a little shaver. "Grit makes the man, the lack of it the chump. Boys who win, catch hold, hang on and hump."

Every time a man accomplishes his object through perseverance he gets an "increase of strength" which will help him all the more in the next work he runs up against. The more a man, who is really energetic, works, the more he wants to work. Everyone admires a man who is not afraid of work. When we want a man badly, the first one to enter our mind is the one who "tears out the biggest bone."

The first genuine lesson I ever had in concentration was given me by a U. S. Army officer in tactics class when attending a tin soldier school. He was explaining the Battle of Chickamauga and he said, "Young men, a lot of you go slouching and slopping around here as if you had no object in life except to answer mess call or sneak off of the grounds into the tall timber and smoke cigarettes. One of the first things in life you want to do is to get some fixed idea into your heads about what you

are to do or be in the future. In this battle, Gen. Thomas said, 'I will hold this line until hell freezes over and then on the ice.' You young men cannot do better than follow this general's example when it comes to concentrating your minds upon a fixity of purpose."

In former times it may have been "shrewd" to sell wooden nutmegs, to "sand" sugar and practice many of the virtues of the "merchants of the old school." Did it pay? How many of these merchants made a genuine success of their business? I am only a young fellow, but every dishonest merchant of whom I have any recollection has been through bankruptcy. A merchant may succeed for a time through dishonesty, short weights, misrepresentations, etc., but Abraham Lincoln's golden saying of "You can fool all of the people," etc., has never been known to fail.

Last week I saw a town go up in smoke. The fire was still burning brightly when the owner of one of the buildings destroyed took a shovel and excavated a foundation for a new building among the hot ashes, although all he had left was his character. This is courage and a great big wheelbarrowful of that.

# Tie Your Advertisement Up to Your Prospective Customer : *by* Edward Booth

**T**HERE are two persons in every good ad-writer: the man who knows what to say and the man who knows how to say it.

Too much cannot be said of the "what to say" part of ad-writing, but for the present we will take up the "how" of saying it.

## Advertisements are Siamese Twins

Every advertisement is composed of two general parts—the "attention getter" and the sales talk matter. These are linked together like Barnum's famous freaks.

The securing of attention is the most vital and at the same time most difficult part of the work. Not but that it is an easy matter to arrest attention by a glaring display—by either big type or startling pictures. But what you are after is attention favorable to the proposition. Mark that down in black ink in your note book—*attention favorable to the proposition.*

Your ad should proclaim in terms, strong, firm, pleasing, convincing: *You want it!*

## The Coupling Link

Nothing should be put into a head-line or illustration that does not pointedly refer to one or all of three things—the name of the article, the nature of the article itself, and its desirability to the reader. The more successfully all three ideas are coupled in the "attention getter" the better. If all cannot be told at once in the picture then the rest should be told in the head-line if that is possible.

Head-line and illustration should be so strongly coupled together that both flash into the mind on first sight of the advertisement. Moreover, these attention getters must be strongly coupled up with the opening lines of the text matter, which must be of type so legible that the arrested attention will be caught without effort—without even realizing that one is reading.

To meet these demands is what every scientific ad-writer is striving to accom-

plish. Seldom can this ideal be fully realized, but it must always be approximated.

A successful realization of these demands is illustrated in a recent magazine advertisement of the Porosknit underwear. A considerable amount of the full page copy was taken up with a picture of two boys clothed only in the Porosknit "summer length," vigorously boxing. The picture bespoke "comfort" in every movement of active exercise. Across the top of the page appeared in large black script the familiar trade mark name "Porosknit." Under that in smaller print, but large enough to be read at a glance appears, "Summer Underwear," and under that "For Men—For Boys." These were all read at a glance and the last word carried the eye right into the text. The points were all well coupled up.

Advertisements that violate these rules are so familiar as scarcely to need mention. The grocer's advertisement announcing a sale of canned corn with the picture of a pretty girl or a jumping jack is representative.

## The Lynx Eye of the Adwriter

Every live advertising man is watching right and left for suggestions on attention getting. It is a subject that should be studied deeply.

A dear old grandmother balancing a pie suggested a fine attention getter for Kingsford corn starch.

Your object can usually best be accomplished by a common sense picturing of the article in use. Let the picture tell the story. A recent ad of the Prophylactic tooth brush did this by showing the corrugations fitting into the crevices between the teeth—the view looking down upon the tops of the teeth.

To know how to get and hold attention and indeed to make any part of an advertisement vital you must know people.

Fully nine tenths of the failures in the writing of advertisements and selling let-

ters is due to the fact that they are written from the viewpoint of the writer, not the reader. And of these failures cleverness is the poison that kills about seven tenths.

Recently among the ads sent for criticism and improvement to the institution with which I am connected, were two form letters which fell to my lot.

The aim of the letters was to sell cedar posts treated with a preservative.

One letter started off with a paragraph on the preservation of the statue of Diana at Ephesus by the ancients and the other began with mummification of the Pharaohs. This might have attracted the attention of college professors and high brows, but one must talk business lively if he would interest a business man looking over his morning's mail.

An excellent way to get attention is to appeal directly to the reader. Tell him to do things. Give him a direct command. "Use Pears Soap" has started many a life-long customer for that concern.

"Don't be an Adding Machine—Buy an Adding Machine" has done loyal service for the Burroughs.

There is a psychological reason for these effects of the command. It somehow hits the mind. Know the mind of your reader and you will find a way to attract his attention. Let us search then for the

#### **Tricky Habits of the Lazy Mind**

One great law to hold constantly in view:

The laziest thing nature ever made is the human mind—it will not give you attention unless you compel it.

The next point almost in contradiction to this is:

The mind likes to be taught, but it hungers for the unusual, the new. Let your advertisement teach new things or old things in a new way. The lesson must be a simple and easy one.

Don't try to teach too many things. The mind will shirk if you do. Besides too much begets confusion instead of concentration.

One of the cleverest clothing ads I ever saw taught by a simple picture that all good blue serge cloth was woven from two-

strand yarn and that one could easily find out whether the yarn were one-strand or two-strand by untwisting a raveling.

Again remember that the mind in its laziness forgets as easily as it remembers. Frequently a thing has to be repeated again and again before the mind will notice it and almost always it must be repeated for the mind to remember it.

Royal Baking Powder made the people of New York get into the habit of thinking Royal whenever they thought about baking powder, by advertising it at every elevated railroad station. As the New Yorker climbed the stairs to the platform his eye was caught by a blue enamel Royal sign on the riser to each step.

The Gold Dust twins and Cream of Wheat ads cleverly combined the idea of repetition with that of newness. The copy changes each month but the twins and the negro chef are in each ad. A series like this frequently awakens human interest—witness the Campbell Kids.

#### **Suggestion, the Match That Kindles the Fire**

Another point about your attention getter—it should be a powerful mental suggestion.

Now a suggestion is defined as anything that arouses thought. Your attention getter should do more. It should arouse imagination; it should arouse the lazy mind. No salesman can sell a person half asleep. But one with imagination kindled—ah! that is different. Your suggestion should start your customer imagining himself enjoying all the conveniences, comforts, savings and gains obtained by possessing the article advertised.

A recent floor varnish ad represented a glistening, varnished floor being struck with a hammer. The head line "Test it With a Hammer" followed by a catch line, "You can dent the wood but you can't crack the varnish," awakened the imagination actively. This also, is the value of the Porosknit illustration.

The force of the direct command is accounted for by its suggestivity, for it is a psychological fact that the body tends to perform the act upon which the mind is

thinking. The command "Reach for your pen! Send me a postal!" sets up a strong inclination to follow out the suggestion.

#### **The Talk That Sells**

At this point the greatest skill of the ad-writer is called into play. With imagination aroused, the mind shakes off its sluggishness and becomes an exceedingly active traveler. Get busy!

Before attention can vacillate to something called up out of memory by the suggestion, lead the mind to read farther into the ad, by some brief sentence that will appeal to his interest—just as the catch line did in the varnish ad. Speak to your prospect in the shortest, crispest, Anglo Saxon terms. Avoid generalities. Talk to him in particular terms describing something about the article that appeals to his own desires.

Short phrases, a mere telegraphing of a point or two, set in clear type of a size easily read is all that the reader will stand at this point.

#### **Wear the Other Fellow's Shoes**

To know what to say, do just what you did when you studied the method of obtaining attention, sit down and picture yourself in the shoes of your customer. Of course the name of your customer is Legion. Nevertheless you can pretty well picture him in your mind's eye as an individual—a composite representing the class.

Imagine yourself working at his work, earning his salary, living his life, rearing his family, paying his bills and above all being busy as he is busy at the moment your advertisement strikes his eye.

Then imagine the things that under the circumstances would attract and please you. Imagine how your goods would appeal to yourself under such circumstances.

The more successfully you fit your personality down into your prospect's identity the more successful will be your advertisement, letter, or prospectus.

Talk to your prospect directly—make use of the pronoun "you." Avoid as much as possible any reference to "I," or "we."

You must please, flatter, attract by an alert presentation of new or unusual thoughts or combination of thoughts.

Thus you lead your man into the reading matter, where you repeat and magnify

the effects already produced. Now you are arousing desire.

Your description must usually appeal to the reader's reason, showing him it is to his interest financially or otherwise, to possess the goods; or if a luxury, it must paint the enjoyment of possession in so bright colors that he either desires it more than the price or forgets altogether about the price.

Recall the fact that the mind is willing to be taught. Teach your reader. Show him the wherefores and then the whys and do it in terms that appeal to his self-interest.

If the ad be strongly and simply written attention will have passed the involuntary point before now. From now on, the reader will voluntarily give his attention. The type may be smaller and the description or selling talk more in detail now, but even yet you cannot—mind I say "cannot," not "must not"—impose upon good humor or infringe upon self-interest.

At first the reader will not give you a great deal of voluntary attention. You cannot force him to read on but you may lead him on by gently teasing from point to point.

Concentration is now the watchword. For this reason your copy cannot usually carry more than one or two strong points. It is better to drive one point strongly into the mind than to tap on a dozen points and drive in none. This, however, must be determined by the nature of the thing advertised. The detailed and specific selling talk of the Winton Six Automobile advertisement is good copy for that proposition—it would take too many ads to tell the story a few points at a time and no one prospect would see and read all.

#### **Convince Your Prospective Customer**

Throughout, the ad must be written with the air of conviction. Don't be content with merely arousing interest. Carry conviction. Go after orders.

If you are advertising silk underwear, convince the man who believes he can afford cotton only, that silk is his real money saver. Talk business. Talk it with enthusiasm. Make him realize that you haven't said half you can say. Lead him to believe (and let it be the truth, too) that



you have scores of good arguments yet to use.

Don't write an ad that will work a reader up to the wanting point and leave him guessing where he can get the article. Some "general publicity" copy is lacking in this. If the article cannot be procured from any retail store handling that line, either state directly where it can be bought or do so in follow-up literature. Try to clinch the sale, have a terminal, as Sheldon says.

The return coupon, conveniently placed, is the best terminal yet devised. It carries a strong suggestion for action.

#### The Atmosphere of the Advertisement

Equally important to the copy is the set-up and general appearance of the ad. It should attract and please the eye like the personality of the living salesman. And like his personality it should carry with it a suggestion as to the reliability of the article offered and of the house behind it.

Beware of freaky set-ups. Use a good plain legible type—some variety of old style is good—and of a size easily read.

Don't use more than two or three styles of type in one advertisement; remember the value of white space; avoid a number of black display lines; be cautious in the use of rules and fancy borders. Also remember that the set-up must harmonize with the subject advertised—must aid in carrying out the general suggestion of the article—must, so to speak, create atmosphere.

A set-up that would be just the thing for a Galloway Manure Spreader would kill an advertisement for a Tiffany diamond tiara and vice versa.

In conclusion let me suggest that before writing a word you sit down and sell the article to yourself. Sell it so strong that you would buy it if it cost twice the price. Become so enthusiastic over the proposition that you know that every one who can possess or use your article ought to have it if he has to go without meals to get it.

Make up your mind just what you would say to him face to face.

Then imagine him reading that paper or magazine.

Imagine what would catch his eye. Make up your mind on the story you want to

tell. By this time the ideas will be popping through your brain like a Fourth of July celebration.

If you are like me, you will be busy now scribbling, rewriting, erasing, and writing over again in the perplexing but fascinating task of "coupling up" your ideas.

You will have to write the ad many times before it will stand all tests and many of your pet phrases will land in the waste basket.

Now it is complete.

Lay it away for a week or two and let it cool. When you come back to it you will be surprised to see how you can improve and strengthen it.

And now get it in before "forms close" and watch the sales grow.

#### Try

The earth starts every morning on its year long journey round the sun as truly as on the first day of January, and each new dawn, therefore, offers a fresh opportunity to do right. It is for us to determine what the year shall be. The demand on us is not that we shall succeed, but that we try; and to try manfully every day and all day long is inevitably to attain in the end a supreme success.—*Youth's Companion Calendar, 1910.*

I love sunshine, the blue sky, trees, flowers, mountains, green meadows, running brooks, the ocean when its waves softly ripple along the sandy beach, or when pounding the rocky cliffs with its thunder and roar, the birds of the field, the waterfalls, the rainbow, the dawn, the noonday, and the evening sunset; but the children above them all. Trees, plants, flowers, they are always educators in the right direction, they always make us happier and better, and if well grown, they speak of loving care and respond to it as far as is within their power; but in all this world there is nothing so appreciative as children—these sensitive, quivering creatures of smiles, sunshine, showers and tears.—*Luther Burbank.*

Criticism is either an asset or a liability. Never listen to a critic who can not suggest something to take the place of the thing he would tear down.—*Seth Brown.*

# How Retailers Should Meet Mail-Order Competition : *by* George H. Eberhard

*From a Talk Before the Convention of the California State Retail Hardware Dealers' Association, Palace Hotel, San Francisco, March 11, 1910*

**T**HROUGH the very nature of my profession I am compelled to be a close student of actual business, particularly in that branch of economics known as "Distribution," which in the study of economics comes between production and consumption.

From this work I bring you a few words of caution: Do not forget in your study of the retail hardware business, either as proprietors, workers, or association members, that the trade of the ultimate consumer is what your success must rest upon.

Some jobber or manufacturer desires your trade. He quotes prices. You find you can purchase cheaper elsewhere, and you do so. This is in accord with one of the fundamental laws of doing business for profit. But remember that if this law tells you to buy in the cheapest market as a retailer of hardware, the same law must tell the intelligent consumer to do likewise—buy in the cheapest market.

## **You Can't Turn Back the Tide**

If the mail-order house and parcels post serve the consumer cheaper and better on any item, whether it be hardware, groceries, drugs or clothing, you can rest assured that parcels post is bound to come and the success of the mail-order house is bound to grow. This is the law of progress.

You can no more stop this change or evolution in distribution than the banking interests can stop the final establishment of a postal savings bank; no more than the public service corporations can stop municipal ownership of public utilities; no more so than can the timber and other interests stop the ultimate conservation of the public domain.

All these and many other vital changes must be anticipated by the business men of today. Just because you are a retailer is no reason why the problem should not be studied. Turn the seeming disadvantage into a real advantage.

You and I must adjust ourselves to the coming of the postal savings bank, the parcels post, the city and government ownership of public utilities, a stringent policy of conservation and of government supervision of our affairs. It is going to affect some of us, but it will not drive any of us out of business because eventually that which is good for the majority, the many, is good for the few.

If your community thrives and another competitor comes in, the chances are you will do better—owing to the growth of your community—and that your competitor will find business. Both of you will do a better business than you would if either of you had the field alone.

## **You Can Take Advantage of the Movement**

How can you prepare for these coming changes?

Give more attention to the law that he who serves best profits most. Build your business between your employe, your customer and yourself in accord with the law of harmony and mutual benefit.

Remember that the consumer must better his condition and go ahead in accord with the fundamental laws you utilize in buying and selling or you will not go ahead. Your business depends on the growth and the prosperity of your community. The chances are that the parcels post would benefit you as much as it would the consumer. It would be well to assume that attitude, anyway, and try and make it do that if you cannot stop it.

Another thing for you to do is concentrate your energies on the law to have it made with provisions that will protect you by eliminating the uniform rate throughout the United States, particularly on American-made and sold products.

Please bear in mind that I am not advocating parcels post, nor do I have any direct interest in the parcels post. But it is

a condition that you should view from a broad standpoint. Meet it as it exists. This is what I have endeavored to bring out on that particular subject.

#### About Private Brands

Another thing that you should study without prejudice is the tendency of the retailer and the wholesaler to adopt private brands, to market goods against the standard advertised commodities, because there is a little more profit by assuming the proprietorship of the name or brand. I do not advise against it. When you market something under your own name or when the wholesaler sells you a product under his own brand and name, however, the selling problem must be studied and analysis made with the understanding in mind that you have assumed the position of the manufacturer.

To make a little more money by controlling a product or a trade through controlling a brand calls forth a different selling plan, advertising, and promotion; and you must approach it, if you assume the position of the manufacturer, from somewhat the manufacturer's standpoint. If you try to sell as a retailer or wholesaler, many things will develop that will surprise and disappoint you because you are working out your selling problem upon the wrong basis.

One other point that occurs to me is that you should not forget that you can employ canvassers to advantage in your business. You can work your territory closer and to better advantage than most of you do. In this way, if you have the right kind of canvassers, you can counteract, at a profit, the inroads made by the catalogue house and possibly by your local competitor.

## Winning a Shorthand Speed Contest

By MARON WATSON

**J**UST TO show you that A R E A development is an all around winner, I want to tell you about Fred Gurtler. Or better, I'll set down here what the Gregg writer says about him:

"In the Fifth International Shorthand Speed Contest, held at Washington, D. C., March 26, the famous 'Miner Gold Medal,' the trophy that has been the source of the fiercest stenographic battles ever fought in the history of the art, was won permanently by Mr. Fred H. Gurtler, a member of the Chicago Law Reporters' Association.

"Mr. Gurtler wrote 173 words a minute in the 180-word class dictation. His transcript showed thirty-eight errors, which reduced his possible score seven words.

"In awarding Mr. Gurtler the medal, Mr. E. N. Miner, the donor, commended him for his excellent record, and offered him the congratulations of the Association.

"The Miner Medal has been contested for in five cities and this year was awarded permanently to the winner of the International Shorthand Speed Contest.

"Mr. Gurtler is twenty-five years of age, and began the study of shorthand at Zion City, Illinois, in September, 1904, under the direction of Mrs. L. M. Judd.

"After three years' experience as stenographer and as teacher of shorthand, he entered the reporting field in May, 1908, and two months later was admitted to membership in the Chicago Law Reporters' Association.

"With but a few months' reporting experience, he entered the contest for the Miner Medal in 1909, making a record of 218 words a minute, net, for five minutes on testimony—the highest speed ever attained by any writer of his experience on that kind of matter in a contest. In this same contest on solid matter he made a record of 177 words per minute, net. This remarkable record attracted widespread and favorable attention."

The point to this story is that Mr. Gurtler is a devoted student of A R E A science—and lives it. He always reads his *BUSINESS PHILOSOPHER* faithfully and says it helped him win the medal.

# Evolution of the Salesman—The Beginner —His Limitations : *by James D. Kenyon*

*The Vice-President of The Sheldon School Tells Why Men Attempt Salesmanship, Why Some Fail, and Others Succeed*

**I**F WE could gather together all the salesmen in the world and then separate them into the classes of business in which they are engaged, we should find that there would be only four classes—wholesale, retail, specialty and promotion; and if we should classify them according to their ability, we should find again four classes—beginners, students, adepts and masters.

In the first class, beginners, there are included many men who have spent a number of years in the field of salesmanship, as well as those who have only just started. Unfortunately this class comprises a very large number of those engaged in this profession. There are, however, in the twentieth century, a larger number of adepts and masters in salesmanship than the world has ever before known, and to these masters of salesmanship we owe a large part of the commercial supremacy of this nation.

## Why They Begin

First, let us see why it is that people take up this occupation. On close analysis we find that it is exceedingly rare that anyone is early impressed with the belief that he is a born genius in this direction, as is sometimes the case with musicians, artists, poets, etc. The vast majority of those who enter salesmanship do so purely as a means of livelihood and have taken up this line of work for the following reasons:

First: It seems easy. There are so many people engaged in selling who seem to be making a fairly good living that it is attractive.

Second: Apparently but little preparation, if any, is required. The demand for sales-people being much greater than the supply, employers have been eager to hire almost anybody that possesses a presentable appearance. In other professions, and, in fact, in almost every other line of work, a long apprenticeship or schooling has been

a requisite prior to employment, but until recently not so with the salesman. In some cases the employers send the man out with very little instruction, to sink or swim, "root hog or die."

Third: The compensation is larger than in most other occupations.

Fourth: The opportunity for advancement, liberty and freedom is greater. Almost anyone can readily see that opportunities for advancement in this occupation are almost limitless.

For these reasons, some or all of them, the young man starts in. Having looked around him and seen others making a good living, apparently with ease, and being self centered, he pats himself on the back and says, "What Bill Jones can do, I can do," and like Don Quixote he charges on the windmill, and also like Don Quixote he soon is crumpled up by the merciless arms of the windmill of antagonism. He soon learns that there is more in salesmanship than he ever dreamed, that he cannot depend upon the small amount of native genius, knowledge or development that he possesses. He begins to realize that salesmanship is a profession and that there is a science of salesmanship. If he has the right kind of pluck, he will carefully pick himself up and begin studying the situation and find out the cause of his defeats and learn how to prepare for the combat. If he has a yellow streak in him, he will probably turn tail and run or join the great army of indifferents, which army is composed largely of veterans.

He may be a very timid man in entering the field, so timid that he runs at the first sound of the guns in battle, and if he does not overcome this, he keeps running until he runs out of the field of salesmanship. If he has pluck he will return cautiously but bravely, gradually mastering more courage and acquiring more and more knowledge of how to proceed, and he will constantly grow; nor will he be content to be a

"private" all his life in the army of indifferents, and be satisfied with simply making a living. These indifferents are merely order takers, men who simply wait upon people; and since there are too few real salesmen and the customer must be seen, they are for the present at least continued on the pay-roll, but the time is not far distant when they will be mustered out.

#### Four Kinds of Prospects

Those who start out to sell something discover four types of prospective customers.

First, those who have the desire to purchase, but have simply procrastinated in acting. All that they need is for somebody to call for the business. The beginners can generally get this business.

Second, those who really desire to purchase but want some special concession in terms, price, etc. The beginner can secure some of this business without making the concession, but he is liable to lose more than he gets.

Third, the prospective customer who is entirely indifferent. The beginner may get some of this business also, but here he has to carry the mind of the customer up through the four steps of attention, interest, desire and decision, and as a rule he has to be stronger than a beginner to do this.

Fourth, the prospective customer who has decided that he will not purchase. It takes a very strong salesman to handle a type of this kind.

The beginner in confronting the second, third and fourth types mentioned is liable to become discouraged or indifferent, with the resultant loss of business. If he is destined to become a real salesman he will begin to study, first, himself, to develop his power of persuasion; second, the customer, to know how to read him and best appeal to him; third, the goods, so as to understand all the points in reference to them and how to explain those points in a logical way; and fourth, the mental effects that he must create in the mind of the customer.

Salesmanship involves the challenge of brains, it means a mental combat, it means that the power to persuade people to purchase at a profit must be possessed and exercised by the salesman. It is not something

that grows on a person, as a branch grows on a tree, or the wild weeds grow in the field. It requires most careful nursing, the most careful study, the most careful training. He who realizes this and enters into the student class finds a new world, a world that enables him to unfold himself, that reveals unlimited opportunity, that inspires him with hope, that fills him full of ambition, that makes him conscious of a steadily growing power, and to him is revealed this great truth, "The man who is master of himself is a master of men and a master of conditions."

### Have Faith in Yourself

By Milton Bejach

THE CONSTANT aim of a management worthy the name is to lend a hand to the men in the field, to make their way easier, to spur them on to better, bigger and finer deeds. They aim to make the successful man more successful, to help the experienced man who has fallen into a rut, out of it; to inspire hope and confidence in the new salesman. Especially is this true of a new salesman who has not met with the success he or the company anticipated.

It does not matter how much help is extended from the house, no matter how many inducements are put forth, they will not be worth a tinker's cuss if the salesman does not have faith in himself.

"I Will." That's the Alpha and Omega of salesmanship.

The man who starts out with a sample trunk and that alone, had better never start. He had better start out without his trunk and samples and carry confidence—he'll go farther and accomplish more.

The man who starts without confidence, who fears he will not be successful, will have his fears realized. He'll come home without a scratch in his contract book.

In talking with a prospect, the slightest feeling on the part of the salesman that he is not going to get the order is instinctively felt by the prospect—and you know what that means.

Remember, every time you sell a man you are helping him as much as you help yourself. It is—or should be—a privilege to buy your goods and service.

# The View Point in Advertising and What Determines It : *by* Frederick W. Pettit

**T**O BE able to see is good—to be able to see at long range is better—to be able to both see and grasp a situation from afar is best.

It is the far-seeing mind that is able to grasp more easily the problems of life—be they of diplomacy, commerce, or what we are now specially considering, publicity.

To see afar—to widen one's horizon—suggests an elevated point of view; if one wants to look over the crowd one must get above it.

Great minds succeed because of their ability to take the right point of view of a proposition; they see it as it really is and not blurred by preconceptions as in the case of the many.

Hence has it become a by-word among the few giants of the advertising world that they practically admit that they know very little, and are ever on the alert to learn more.

It has been ever thus with true greatness. He who knows and knows that he knows will say "Thus have I heard"; while he who knows not and thinks that he knows, will say "Thus do I know."

## Advertising and Art

Criticism of publicity is like looking at a masterpiece of art—there is just one view point from which light and shade will blend and show the work to finest advantage.

So with advertising, even though it be on a lower plane—there is just one way of looking at a proposition and to find the exact point of view has to be sought.

And why not? Is not the better class of advertising an appeal to the artistic in human nature? If not, why all this ado in matters of elaborate booklets (some of which are works of art), pages in the higher grade of monthlies resplendent with all that goes for taste and culture?

If all this be a fatal error—too artistic—out of place as some aver—then let us return to our muttons and the cold, chilly, unbroken typographical announcements of

goods that did the work in earlier days—a style still to be seen in many of the foreign publications across the Atlantic—but from which even they show some signs of emerging.

The point of view in advertising finds an echo in the attitude of a critical buyer towards goods on sale. Will not a woman spend hours in getting the right view point of a gown being fitted on a model? Will she not sit for long hours selecting a Kidderminster rug or carpet or some limoges bric-a-brac or the latest effects in wall paper?

Buyers are ever seeking the view point of an article. Let the same attitude be applied to the announcement of that article, seeing that it is a pen picture of it.

## Always Better Advertising

The artistic advertisement carries with it a real value to the responsive artistic mind.

Cheap, scanty, commonplace copy reflects a corresponding grade of goods, while dignified and artistic announcements inspire confidence and loosen the purse strings.

The world is ever seeking bargains, and the plebian buyer regards her chiffons as quite the equal in artistic appearance to those of her patrician sister. They each of them have their view point and the humble sister still plays at high life below stairs.

The tendency of all advertising is towards the better best: no artist, it is said, ever painted his ideal, no sculptor ever chiseled his ideal form and no true advertising man ever wrote or designed his highest conception of what a truly artistic advertisement should be.

Why? Because the view point has no limit of range—one height may give a majestic sweep, just as the hill which gives a broad outline is dwarfed into significance by the view obtained from the summit of a mountain peak.

Aim high. It is better, runs an old saying—one hoary with age—to have

aimed at the sun and missed than to have aimed at a tree and hit it. But, cries the man of the street, wherein lies the gain? How shall all this profit us pilots of the advertising craft?

#### Primacy of Knowledge

Possibly—probably—certainly there is nothing like knowledge of whatever vocation one has taken up. To study—become saturated with all the details bearing on the question one has in hand. The far-seeing student of the day despises nothing as being too small nor anything too great that may throw light on the problems he has been called upon to solve.

So should it be with advertising—an art that is fast approaching a science and

calling forth all that is broad and cosmopolitan in minds bent on making it their life vocation. American advertising is good—nay, it is among the best in the world today—but other lands can furnish food for thought to the advertising man in a perusal of the pages of magazines and similar publications.

The view point in advertising will command a broad sweep or a circumscribed one, as the mind is little or great. The ability to grasp the greater lies with the few stars of the advertising firmament who can carry the interests committed to their charge to successful heights—who see things in right proportions, that most difficult of all attainments here below.

## A Miracle of Genius

**Y**ES, HE is a miracle of genius, because he is a miracle of labor; because, instead of trusting to the resources of his own single mind, he has ransacked a thousand minds; because he makes use of the accumulated wisdom of ages, and takes as his point of departure the very last line and boundary to which science has advanced; because it has ever been the object of his life to assist every intellectual gift of Nature, however munificent and however splendid, with every resource that art could suggest and every attention that diligence could bestow.

SYDNEY SMITH



# The PHILOSOPHER AMONG HIS BOOKS

*The effect of any writing on the public mind is mathematically measurable by its depth of thought. How much water does it draw? If it awakens you to think; if it lifts you from your feet with the great voice of eloquence; then the effect is to be wide, slow, permanent over the minds of men; if the pages instruct you not, they will die like flies in the hour. The way to speak and write that shall not go out of fashion is to speak and write sincerely. All the gilt edges and vellum and morocco, all the presentation copies to all the libraries, will not preserve a book in circulation beyond its intrinsic date. It must go with all Walpole's Royal and Noble Authors to its fate. Blackmore, Kotzebue, or Pollok, may endure for a night, but Moses and Homer stand forever. There are not in the world at any one time more than a dozen persons who read and understand Plato—never enough to pay for an edition of his works; yet to every generation these come duly down, for the sake of those few persons, as if God brought them in his hand.—Emerson.*

**THE CORPORATION MANUAL**—*Statutory Provisions Relating to the Organization, Management, Regulation and Taxation of Domestic Business Corporations, and the Admission, Regulation and Taxation of Foreign Corporations in the Several States and Territories of the United States, Arranged Under a Uniform Classification, Corporation Laws of Alaska, Philippine Islands and Porto Rico, Federal Statutes Affecting Business Corporations, and Digest of Business Corporation Laws of Mexico, and Cyclopaedia of Corporation Forms and Precedents.* Edited by John S. Barker, of the New York Bar. Sixteenth Edition. Corporation Manual Company, 34 Nassau Street, New York.

To own the corn right at the outset, I don't know much about the technique of corporation law. But, after sizing up this nineteen-hundred-page book, I think I could learn something about it by devoting a year or two to its study. Of course, I know, the book wasn't prepared as a text-book on corporation law, but as a book of reference. As such, I can see how it would be of great value to lawyers, public officials, legislators, promoters, officers and directors of corporations, writers on legal subjects, credit and collection departments, and other people who control or deal with business corporations. If there is anything necessary to know about the legal side of corporations that has been left out of this book, it will be useless to apply to me for it, because I don't know what it is. As a book, this work is also worthy, being arranged

in such a way as to guide the seeker after knowledge to the thing he wants with the least possible waste of time and energy.

**FAITH AND HEALTH**—By Charles Reynolds Brown, Author of "The Young Man's Affairs," etc. 12mo, cloth, 240 pages. Thomas Y. Crowell & Company, New York.

Dr. Brown, who is pastor of a prominent California church, puts himself in line with progressive evangelical thought in this study of mental healing methods. He has peculiar qualifications to speak upon this subject, as he has specialized in it for a period of years.

He says, in a vigorous discussion of Christian Science, "I began the study of Christian Science twenty-three years ago, in the city of Boston, and under Mrs. Eddy herself. I have in my home a diploma certifying that I am entitled to practice as a Christian Science healer."

With the Emmanuel movement leaders he is more or less in sympathy, but believes that the movement itself could be extended to churches generally only at serious risk. A minister must have very especial qualifications for this sort of thing, he contends. This profession has no more right to encroach upon that of medicine, than the latter has to arrogate spiritual duties. The broad field of co-operation between the two forms the ideal ground of the future. The final chapter on "The Church and Disease" is especially valuable and thoughtful, outlining as it does a broad working creed which the church of the future could adopt with profit to itself and uplift to the community at large.



**THE SPIRIT OF THE GHETTO**—*Studies of the Jewish Quarter in New York. Revised Edition. By Hutchins Hapgood. Funk & Wagnalls Company, New York.*

This interesting and almost wierd human record was written about ten years ago, after the author had spent some time in the poor resorts of Yiddish New York. In the preface to the revised edition, which appeared last year, he says that, "in spite of constant fresh immigration, the New has gained over the Old. The theatre has become more 'American,' the newspapers have grown more journalistic and 'practical,' the 'quarter' has been scattered over larger areas, the superficial picturesqueness has diminished, and an integral relation to American conditions has been relatively developed. . . . It may therefore truthfully be said that this book, as the date of its appearance recedes into the past, becomes more and more an historical monument. It records a strange eddy in the current of things American—an eddy which even now is tending to become absorbed in the deeper and broader flood, and which, in the future, is destined to become wholly so absorbed."

Here then is a "life" that is soon to swept out of existence—or, rather, to be replaced by something different. Well it is for literature and history, then, that Mr. Hapgood, caught by its charm, lived where he could get the spirit of it, and pass it on to us and to posterity.

The book itself is a series of studies and sketches of life, customs, and institutions in the Jewish quarter of the East Side, New York City. It is candid, delightful, and beautifully simple in its treatment. This is no record of vice and unloveliness, but of piety, poetry, idealism, and beauty.

**THE BIOLOGY OF SEX**—*By Gideon Dietrich. Samuel A. Bloch, 1332 North Oakley Avenue, Chicago, Illinois.*

The argument of this little volume, based on evolution, histology, embryology, physiology, and anatomy is that sex is only secondarily a reproductive function; that fertilization, which is so intimately associated with sex, is not a life-creating, but a life-saving act. The discussion is scientific and logical. Having made his case, the author closes with the words: "A further discussion of the interesting and important social principle must, however, be left for some future occasion."

There is no doubt of the growing interest of the race in what is called "the sex-problem." Just why there should be any such problem it is a little difficult to see. That the functions and laws of sex should be properly taught to the young, so that they may not come to grief through ignorance, is pretty well settled in the minds of all progressive people. There may be some grown-ups who are so ignorant as to need instruction, too. But why there should be a "problem" is a question too deep for me. But, anyhow, there seems to be one, and this little book claims to give the scientific basis upon

which discussions of this "problem" can be conducted. It would seem that a knowledge of the subject under consideration might be of some value to the disputants. In that case, it seems to me that Mr. Dietrich has supplied some information that is fundamental, and elementary.

Just what conclusions the author himself would draw from the facts he has presented, it would be a little difficult to say, but I imagine that they would be somewhat unconventional.

**THE WISDOM OF RALPH WALDO EMERSON**—*Being Extracts from His Prose and Verse, Selected and Arranged, with Introduction. By William B. Parker. Brentano's, New York.*

**THE WISDOM OF SHAKESPEARE**—*Being Extracts from His Prose and Verse, Selected and Arranged, with Introduction. By Henry Copley Green. Brentano's, New York.*

Here are two rich and handsome little volumes that ought to appeal to every booklover, student, editor, and writer. Because here are the best things from these two most quoted writers in the English language, arranged according to topics, and carefully indexed. The books are fine specimens of paper-maker's, printer's, and book binder's art, being gilt-edged, bound in smooth, dark-red leather, with an ornate design in gold leaf on the front cover. There are nearly two hundred pages of the Shakespeare quotations and one hundred and sixty-three of Emerson's.

## "The Worthy Self"

By Mrs. Earl Pollock

There never was a life so void  
Of all that's good and true,  
But kindness, trust and tenderness  
Would not new hope imbue.

There never lived a man, so gruff,  
That in some gentler mood,  
Could not persuade some weaker friend  
To do some deed of good.

There never played a happy smile  
Upon a friendly face,  
But helped to cheer some lonely heart,  
Or add to life, new grace.

Our worth of self we hold at hand,  
Our value lies within,  
Our honest efforts, filled with love,  
Make of us noble men.

Smile, cheer and bless, as on you go,  
Be noble, manly, true,  
Some one is waiting for your strength  
To aid them on, anew.

Learn first of all, to know thyself,  
Then dare thy best to do,  
Come forth, thy work attend, strong-heart,  
Mankind hath need of you.

# Brevity

Brevity is often the bond between effort and success.

The use of too many words is waste of double time---your own and the man who reads.

A long letter says: "Read me later on."  
A short pithy one: "Read me now and note what I say."

Busy men live every minute in the day---reading superfluous matter is not living: it is trifling.

Men who won't trifle won't be trifled with.

Get to the point at once when you've got a point to emphasize; if you've got several, keep them close company.

You must be concise to be understood; you must be brief to get a hearing. That's just what it means: brevity gets a hearing. Many words get passed by.

Brevity is economy.

In an advertisement every word costs money; don't spend words rashly. Your advertisement not only costs more, it is less valuable---double waste.

A clever illustration is brevity idealized: one glance will tell a tale; one glance will make an impression on the mind.

WALTER GOODWIN STORER

# The Other Side

**"The House That Has a Hoover is a Home"**

**T**HERE are two sides to the question of economy.

As a business man, you have studied Business Economy—perhaps reduced it to an exact science.

But haven't you overlooked or neglected the other side of the question, that equally important side, Household Economy?

Figure up what it costs you annually to keep your home clean.

Add to the amounts paid to cleaners and renovators the wages of extra servants to come in and clean once a week or so. Consider the loss through breakage and wear and tear; and don't overlook your wife's doctor's bills, traceable to the strain and overwork.

As against this, put down \$125 for a Hoover Sweeper, which will do all your cleaning for twenty-five years. Add from \$2 to \$3 for the annual cost of electric current to run it, and you have the entire expense. There will be no "extras" to crop out from time to time.

**HOOVER**  
ELECTRIC  
**SUCTION SWEEPER**

Is not a "suction alone" device. It combines Vibration and Brushing with Suction, affording the only thoroughly practical and effective cleaning principle.

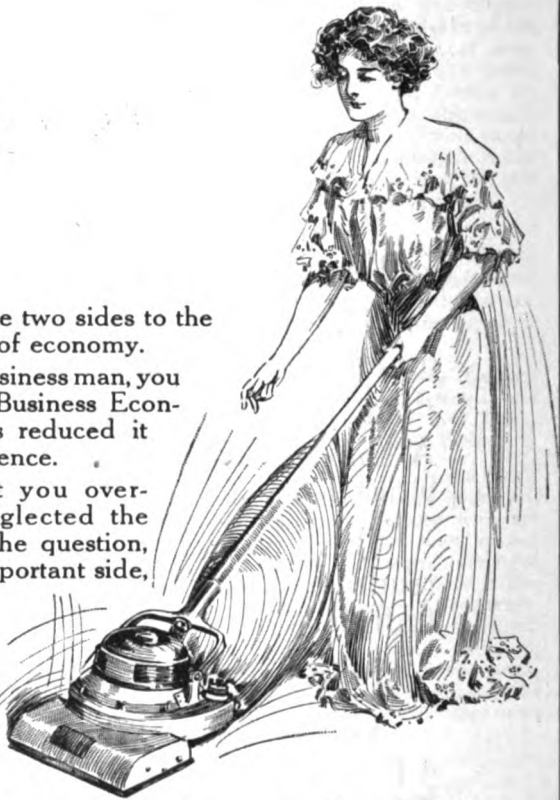
It is strong, durable, efficient, convenient, the only machine a woman can and will use for every day cleaning.

Only a moment is required to put it into operation, and the lightest touch will move it.

Hose and nozzle attachments for every sort of cleaning are included in the equipment.

**The Hoover Suction Sweeper Co.**

NEW BERLIN, OHIO



# GET TOGETHER PAGE

In this page our subscribers will have the *free use* of a four line space for one insertion. In this space they may advertise themselves for sale or may advertise for the services of some one else. Others—not subscribers—to THE BUSINESS PHILOSOPHER will be obliged to pay 25 cents per line for classified ads. In sending in yours ads you should figure seven words to the line so that there will be no trouble over the insertion.

## START AN EASY AND LUCRATIVE BUSINESS.

We teach you how to establish a successful collection business and refer business to you. No capital required. Little competition. Rare opportunities. Write for Free Pointers today. American Collection Service, 165 State St., Detroit, Mich.

**SALESMAN COVERING MARYLAND AND PART** of Virginia, calling on retail drug and grocery trade, desires a good side line. Address A. Frank Turner, Box 6, Station "B," Baltimore, Md.

**WANTED—FIVE SHELDON STUDENTS OR** graduates for high grade specialty which appeals to all classes. Opportunity for advancement as salesmen to those who make good. Address A. D., care Business Philosopher.

**GOOD LIVE LINE WANTED FOR COLORADO.** Nothing but first class proposition will be entertained. R. T. Fox, 134 West 10th St., Denver, Colo.

**PRIVATE SECRETARY—CAPABLE YOUNG MAN** with experience desires position as private secretary. Sheldon student. Now employed in large railway office. E. S. A., care Sheldon University Press, Libertyville, Ill.

**SALESMEN, TRAVELERS, MAKING TOWNS** where newspapers are published—teaching retail store advertisers, greatly improving their newspaper advertisements. Will educate salesmen understanding newspaper advertising. \$75.00 weekly. F. L. R. Silvey, Sales Manager, 1312 Manhattan Bldg., Chicago.

**WANTED—SALESMEN WITH RED BLOOD AND** determination to sell the Commercial Account Register and Duplicating Books. Territory guaranteed. References and bond required. Commercial Register Company, Buffalo, N. Y.

**ONE OF THE LEADING OLD LINE LIFE INSURANCE** companies, issuing exceptionally attractive policies, will grant liberal contracts as agency managers to two or three men having records as producers, in the states of Missouri and Illinois. Address Dept. 108, Business Philosopher.

**SALESMAN WANTED FOR A PAINT SPECIALTY** of singular merit which appeals to jobbers and dealers. Only A-1 trade acceptable. Address Box 26, care this magazine.

**AGENTS MAKE BIG MONEY SELLING OUR** new gold letters for office windows, store fronts, and glass signs. Anyone can put them on. Write today for free sample and full particulars. Metallic Sign Letter Co., 431 N. Clark St., Chicago.

**SALESMEN WANTED—IF YOU ARE A CLERK** with natural qualifications as a salesman, I have an exceptional opportunity to offer you. If you are a merchant going out of business and looking for an opportunity to go on the road, my proposition will appeal to you. I want two or three capable men with the work habit, and who have energy plus. I want men with ability to sell goods all day long. I require references, also send an abstract of your qualifications. I have an advertising specialty proposition that interests all progressive retailers. Hundreds of the best retailers have endorsed my plan because they have found it profitable. Samples will go in coat pocket. My best salesmen are making from \$500 to \$1,000 a month. I want men who can do just as well or better. If you are of the right caliber, think you can handle a high-class, ready-selling proposition, write me immediately before all territory is assigned. W. F. Main, Dept. 117, Iowa, City, Iowa.

## 125 Brain-Power Business Manual

EDITED BY W. C. HOLMAN

A BOOK made up of the finest business building ideas of presidents, vice-presidents, general managers, sales managers or star result-getters of one hundred and eight leading American concerns. Formerly this work was sold in three volumes for \$9.00 a set. We have, merely by using thinner—and better—paper, condensed every word of this into one volume of nearly 1,000 pages. Every paragraph that appeared in the three-volume set is printed in this big book of brains.

Here are the titles of some of the articles: Necessary Traits of Salesmen, What Salesmanship Is, Selling a General Line, Systematizing Information About a Prospect, Planning a Campaign, Preparation Before Approaching a Prospect, Getting The Prospect's Attention, Selling Stocks and Bonds, Tactics of Introducing Yourself, Sizing Up The Prospect, How To Answer Objections, and scores of similar articles. A complete list of the table of contents sent on application.

Price, Postpaid, \$2.00

SHELDON UNIVERSITY PRESS  
Libertyville, Ill., Dept. 34

Enclosed is.....for.....  
Send me your Brain Power Manual.

Name.....

Address.....

For \$3.50 you can have the Manual and one year's subscription to The Business Philosopher

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# The Microbe, Discontent

By HAROLD A. HOLMES, *President*

**D**ISCONTENT is a microbe that does great injury to some people, and is exceedingly beneficial to others. Its action depends entirely upon the condition of one's mental attitude.

¶ If it sours the disposition, breeds jealousy, unbalances sound judgment, ferments the mind into a mad passion for quick riches; or if it urges you to undertake things, overnight, that need years of mature effort to accomplish, then it is doing you great injury and should be banished from the system. ¶ If it kindles a healthy ambition, if it inspires you to do good work today so that better things can be accomplished tomorrow; or if it gives a clearer vision of the great future to be attained, coupled with a willingness to do the necessary climbing, then it is exceedingly beneficial to you and should be nourished and encouraged.

*The Caxton Magazine* is a periodical for discontented folks, and is filled with inspiration for ambitious minds. ¶ It is not intended for lazy people, and the indolent ones do not enjoy it. It prints straight-from-the-shoulder stories about men and women who are rendering quality service—Tells What they are doing—How they are doing it—Why they are succeeding—and How you can learn from them and apply your knowledge. ¶ Discontented folks can get more real help out of *The Caxton Magazine* than they can obtain for a hundred times the cost anywhere else.

Send us one dollar, and receive *The Caxton Magazine* for twelve months. Read the first number, and if you do not get ideas that are worth more than the cost for a whole year, tell us, and your dollar will be promptly returned. You run no risk—so send the dollar today. This is the magazine that you will eventually subscribe for.

## The Caxton Society, Pittsfield, Mass.

*The Caxton Society*

1910

*Pittsfield, Massachusetts*

Enclosed find one dollar for which send *The Caxton Magazine* for twelve months. It being understood that if I do not like it, you are to return my dollar promptly.

SHEL

A Travel Number, Delightfully Illustrated

# The Book News Monthly

FOR JUNE, 1910

"Oxford the Beautiful"  
"The Pardon of St. Jean du-Doigt"  
"Summer Days with Bjornson"  
"The Pledge of Oberammergau"

"I have read THE BOOK NEWS MONTHLY for a number of years, and I have found it intelligent and entertaining. In my experience, the comments have never been dull; they have seemed to me extremely competent. I regard THE BOOK NEWS MONTHLY as a useful medium of communicating literary intelligence, and as presenting judicial opinions on many of the books of the day."  
*Hamilton Wright Mabie.*

**The Book News Monthly**  
PHILADELPHIA, PA.

\$1.00 a year    Sample Copy Sent on Request

ONE DOLLAR BRINGS YOU

## "The Rational Life"

By WILL J. ERWOOD

☛ The latest word on: Love—Marriage—Divorce; The Sex Question; Social Evils; The Rational Life; The Conquest of Self, etc. It is as fascinating as a romance. It is live thought on live issues.

It is written for you . . . EVERYMAN!  
And for you . . . EVERYWOMAN!

☛ And you too, mother and father, it has ideals for you! Send for it! Read it together! It will help to make "Home, Sweet Home!"

☛ Finely bound, cloth and gold, about 200 pages; just from the press. Postpaid, only One Dollar.

Address: WILL J. ERWOOD

Dept. B.

717 East 22nd Street, Baltimore, Md.

## SALESMEN WANTED

The ability to sell to responsible business men, the energy and determination to keep everlastingly at it and references proving your claims are what we ask of you. What we offer you is an opportunity to make from \$200 to \$500 per month or better. We are selling an advertising campaign that appeals to every progressive retailer, especially the larger merchants. The proposition is high-grade in every respect and can only be successfully handled by salesmen of sufficient caliber to present it intelligently to the better class of trade. Our best salesman has earned as high as \$300 in one week. If you feel confident that you can do justice to a proposition of the highest merit, write us now and give references.

**A. M. Co., 908 Bisbee Bldg., Jacksonville, Fla.**

## Are You Going

from Toronto or any other Ontario point

to spend the two weeks' vacation from July 27 to August 9 at Sheldonhurst, near Libertyville, Illinois, at

### The Sheldon Summer School?

Then join the happy crowd of good and pleasant people who will leave Toronto at four o'clock on the afternoon of Tuesday, July 26th, by the

## Canadian Pacific Railway

That way you will get the best accommodations, the most pleasant traveling companions, and special rates. If you want further particulars about the train or the School, or if you want to know about those special rates, write at once to

**Milton Bergey**

12 Richmond Street, East Toronto

Phone Main 7319



SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# SAVE YOUR OLD RIBBONS

## MULTIGRAPH OR WRITERPRESS

They're Worth Money

There's no more reason for throwing them away because the ink is exhausted than there would be for throwing away your fountain pen when it's empty. Will you let us prove it and save you 50 per cent.?

Write at once for complete information and "Take No Risk" Trial Offer.

## ROCHESTER RE-INKING WORKS

(Incorporated)

18 EXCHANGE ST., - ROCHESTER, NEW YORK, U. S. A.



## French Lick Springs

is an all year round resort, famed for its healing waters and the out of door attractions of its climate and scenery. The thousand acres of natural park, walks, drives, golf and other outdoor amusements are charming any season. Hotel is modern in every respect, affording accommodations for 700 guests, with home comforts; all sleeping apartments are outside rooms, light and airy. The winter climate, while crisp and bracing, is dry, sunny and thoroughly enjoyable, and a stay of two or four weeks will prove very beneficial.

### French Lick Springs Waters

possess medicinal properties unequalled for the treatment of stomach, liver, bowel and kidney diseases.

### Pluto Concentrated Spring Water

is recommended by Physicians everywhere and sold at all Drug Stores, in half pint and quart bottles, costing 15c and 35c.

Write for booklet giving full information concerning the hotel, waters, etc.

## French Lick Springs Hotel Co.

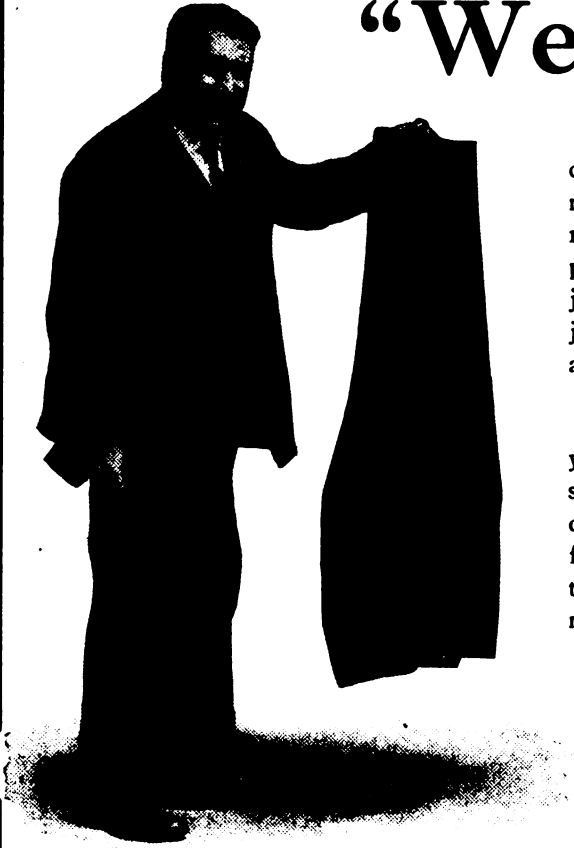
THOMAS TAGGART, Pres., French Lick, Indiana  
ON THE MONON AND SOUTHERN RAILWAYS

SAW IT IN THE BUSINESS PHILOSOPHER

# He Smiles!

Because for Him those Wrinkled Trousers  
will be a Thing of the Past  
He's Now Using

## "Well Prest"



What are they? *Perfect* trousers creasers! One for each leg, each one made up of two hardwood pieces, rounded and shaped properly and polished to a finish, waterproofed and joined together by a clever toggle joint arrangement. They are easily adjustable.

### TO USE THEM

you slip one into each trouser leg, spread them by the center rod, dampen the trousers along the crease, front and back, and hang them up by the ring for an hour or so, or over night.

**That's All—The Deed is Done  
No Hot Iron—No Shine  
No Springs or Clamps  
or Monkeying.**

### YOU SAVE

Pressing Bills  
Time and Worry  
Wear and Shine

### YOU GET

The creasers free after a few times use in tailors' charges saved. Pressing *when* you want it. Increased wear.

**You Need a Pair—You Know It—Get Them Now  
One Dollar Only**

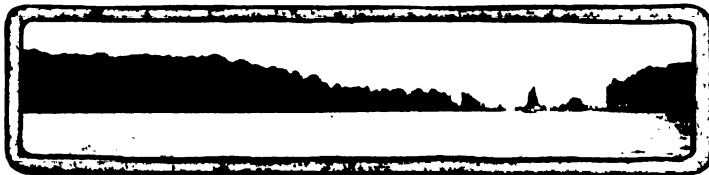
**Elmira Machine Works, Union, Broome Co., N. Y.**

"Wellprest" is Welldrest

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"



# Own a Home in Area



**H**OW WOULD you like to live on the shores of one of the most beautiful of all the famous lakes of Northern Illinois, surrounded by hills and forests, near the campus of a growing university, and yet near enough to Chicago to attend to your business in that city every day?

How would you like to own a home where you would have all the quiet, comfort, cleanliness, and beauty of the country?

How would you like to invest a few dollars in real estate in a growing suburb, within thirty-two miles of the second greatest city in America—a city whose past growth and present prospects make it certain that it will be the greatest city on earth within two or three decades?

How would you like to live where your children can have the advantages of a school where they will be educated the Area way?

Well, now is your chance.

Last summer I opened up to private sale the Ravine View Subdivision of the Village of Area, Illinois. This subdivision is bounded on the north by the grounds and buildings of The Sheldon School, on the east by the campus of Sheldon Commercial University, on the south by the Libertyville road and the Libertyville branch of the Chicago & Milwaukee Electric Railway, and on the west by a portion of the village of Area. A number of lots were sold to my personal friends, but I reserved some of the best for this sale. In all, however, there are only a limited number. First come, first served.

These lots are fifty feet wide on broad streets, and run one hundred and fifty feet deep to a commodious alley. The land is slightly rolling, high, and well drained. Your home will be served with gas and electricity.

Area is about an hour's ride from Chicago by the Chicago, Milwaukee & St. Paul Railway or the Soo Line. Many people live in this neighborhood and go into Chicago to business every day.

## Now Here is the Proposition

You can buy one of these lots at a very low figure and on easy terms. Then you can either hold it for the rise—and it will be a rapid one—that will surely come, or you can build your home on it and live in God's country.

*Write and ask me about it, and I will tell you the particulars. But do it NOW. Tomorrow may be too late.*

## A. F. Sheldon, Libertyville, Illinois

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

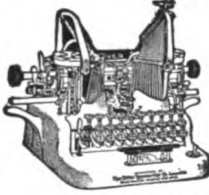
# A \$100 Typewriter for 17 cents a Day

Please read the headline over again. Then its tremendous significance will dawn upon you.

An Oliver Typewriter—the standard visible writer—the \$100 machine—the most highly perfected typewriter on the market—**yours for 17 cents a day!**

The typewriter whose conquest of the commercial world is a matter of business history—**yours for 17 cents a day!**

The typewriter that is equipped with scores of such conveniences as "The Balance Shift"—"The Ruling Device"—"The Double Release"—"The Locomotive Base"—"The Automatic Spacer"—"The Automatic Tabulator"—"The Disappearing Indicator"—"The Adjustable Paper Fingers"—"The Scientific Condensed Keyboard"—all



**Yours for  
17 cents a Day**

We announced this new sales plan recently, just to feel the pulse of the people. Simply a small cash payment—then **17 cents a day**. That is the plan in a nutshell.

The result has been such a deluge of applications for machines that we are simply astounded.

The demand comes from people of all classes, all ages, all occupations. The majority of inquiries have come from people of known financial standing who were attracted by the novelty of the proposition. An impressive demonstration of the immense popularity of the Oliver Typewriter.

A startling confirmation of our belief that the Era of Universal Typewriting is at hand.

**A Quarter of a Million People  
Are Making Money with**

**The OLIVER  
Typewriter  
The Standard Visible Writer**

The Oliver Typewriter is a money-maker, *right from the word "go."* So easy to run that beginners soon get in the "expert" class. *Earn as you learn.* Let the machine pay the **17 cents a day**—and all *above* that is *yours*.

Wherever you are there's work to be done and money to be made by using the Oliver. The business world is calling for Oliver operators. There are not enough to supply the demand. Their salaries are considerably *above* those of many classes of workers.

**"An Oliver Typewriter in  
Every Home"**

That is our battle cry today. We have made the Oliver *supreme in usefulness* and absolutely *indispensable in business*. Now comes the conquest of the home.

The simplicity and strength of the Oliver fit it for family use. It is becoming an important factor in the home training of young people. An *educator* as well as *money maker*.

Our new selling plan puts the Oliver on the threshold of every home in America. Will you close the door of your home or office on this remarkable Oliver opportunity.

*Write for Further Details of Our Easy Offer and a Free Copy of the New Oliver Catalog. Address—*

**The Oliver Typewriter Company  
The Oliver Typewriter Building : Chicago, Illinois**

## WHEN IN DETROIT STO AT HOTEL TULLER



**New and Absolute  
Fireproof**

**Cor. Adams Ave.  
and Park S**

**In the center of the  
Theatre, Shopping  
and Business  
District.**

**Has large Conven-  
tion Hall.**

**Has grand Roof  
Garden Cal**

**Music from 6 P. M.  
to 12:30 A. M.**

**Every Room has Private Bath**

**EUROPEAN PLAN**

**RATES: \$1.50 PER DAY AND UP**

**L. W. TULLER - - Proprietor**

## THE ALAMO

**Colorado Springs' New  
Fire-Proof Hotel**

**Strictly First-Class—American  
and-European Plan**

**RATES:**

**American Plan—\$2.50 to \$4.00  
per day and upwards.**

**European Plan—\$1.00 per day  
and upwards.**

**150 Rooms—Fifty Elegant Suites  
with private baths.**

**Golf and other Outdoor Sports  
accessible to guests.**

**Colorado Springs, Colorado**

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# STATIONERY

## For Salesmen and Professional Men

Letterheads, envelopes, etc., for salesmen, physicians, druggists, etc. Finest quality *Engravureprint* process at about one-half the price usually charged for ordinary printing. Samples and price-list sent free upon request. Write for them *today!*

**Eugene Smith Company**  
161 FOX STREET :: AURORA, ILLINOIS

## \$100 in Gold Given Away

**A** GENUINE bona fide offer. Read our proposition. Are you a smart speller? We give \$100 in gold and other prizes named below to those able to make the largest list of words from the words *The Rountree Publishing Company*. You can make at least twenty, we believe, and if your list is the largest you will get the greatest prize. In case of a tie, prizes will be divided between highest contestants. Here are the rules to follow: Use only words in the English language. Words alike, but with different meanings can be used but once. Use any dictionary. Pronouns, nouns, verbs, adverbs, suffixes, adjectives, proper nouns, allowed. Anything that is a legitimate word will be allowed. This is the way: Heart, temple, rain, only. Use these words and arrange alphabetically. The following is a list of the prizes:

**\$25.00** for the largest list of words as above. **\$20.00** set of Encyclopedia, second largest list. **\$15.00** third largest list. **\$12.00** set of dishes, fourth largest list. **\$10.00** Mission Lamp, fifth largest list. **\$10.00** cash, sixth largest list. **\$5.00** cash, seventh largest list. **\$2.00** each to the next twenty-two highest. Subscriptions to the *Dixie Home* one year to the next hundred highest.

We want you to know *The Dixie Home*, which is one of the brightest and best illustrated magazines in the world, and it is for this reason that we offer these premiums. We make no extra charge for the privilege of entering this word-building contest. To enter the contest it is necessary for you to send us fifty cents or subscription to the *Dixie Home* for one year, with your list of words. List should be sent at once. The lucky names will be published later. This is a great offer to those who take an interest in such contests.

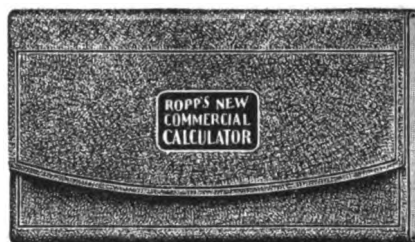
Address

**"Contest Editor," Dixie Home, Dept. 13, Birmingham, Alabama**

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

Improved 1906 Edition, 160 Pages, 6½x3½ Inches

# ROPP'S New Commercial Calculator & Short-Cut Arithmetic



Is from beginning to end a greatly improved, enlarged and thoroughly revised publication. It contains an entirely new system of unique Tables, Short-Cuts and up-to-date Methods. It is unquestionably the most complete, useful and comprehensive Calculator ever published. It has more than twice the matter, scope and capacity of Ropp's former editions, of which

## Nearly 1,500,000 Copies Have Been Sold

It is the most convenient and practical Labor-saving work ever used in the business world. It will make every one independent, sure and self-reliant in all practical calculations. It will prevent mistakes, relieve the mind, save time and labor, and often loss and trouble. Its Tables are adapted to all the trades and occupations in the city and country, and *Show the Answer as Quickly as a Watch Shows the Time.*

It also explains and simplifies the *principles* of Arithmetic, Mechanics and Mensuration. It will make the study and *use* of Figures *easy* and interesting for young and old. It will enable every progressive mind to become an expert, sure and *rapid* calculator. It will prove a boon to all whose education in arithmetic has been limited or neglected. Its 48 new cuts clearly illustrate the elements of Mechanics and Mensuration. It defines about 70 points in "Commercial Law" which every man and woman should know. It is the result of devising, and improving system after system; of spending thousands of dollars in experimenting; of making millions of miscellaneous calculations, and of doing some vigorous thinking during 38 years, by an analytic, practical and preserving mind. It is especially designed for Farmers, Mechanics, Business and Professional Men, Bankers, Manufacturers and Dealers in Grain, Stock, Cotton, Coal, Lumber, Produce, etc.

|                                                                                |        |
|--------------------------------------------------------------------------------|--------|
| OFFICE EDITION—9½ x 5¼ inches—Cloth binding, gold stamp, large type.....       | \$1.00 |
| POCKET EDITION—6½ x 3¾ inches—Cloth, with pocket, flap and silicate slate..... | .50    |
| Leather, with pocket, flap and silicate slate, gilt edge.....                  | 1.00   |
| VEST POCKET EDITION—5¼ x 2¾ inches—Cloth, round corners, red edges.....        | .35    |
| Leather, gold stamp, burnished edges.....                                      | .50    |

*The Standard for Store, Farm,  
Bank or Factory*

**Sheldon University Press, Libertyville, Ill.**

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

**T**HE Quinn-Campbell Conservatory of Music has a home-study course that is so far ahead of any other method that there is no comparison—time, cost and results considered. A pupil goes farther, the instruction costs less, the time is shorter, the results are certain.

There are a lot of parents who think that one teacher is as good as another. The deciding point is price, forgetting, if they ever knew, that low prices and poor teaching, the two go together.

Most fathers and mothers pay the price for first-class instruction in music and get worse than none. Their indolence in looking into the matter beforehand is one of the reasons why there are so many poor teachers. You can't afford a poor teacher; lessons would be expensive if given away.

We pay your tuition in the Quinn-Campbell Conservatory of Music in exchange for a few hours' work among your relatives and friends.

Send for particulars! Fill out coupon and mail today.

## The People's University

P. O. BOX 1178 UNIVERSITY CITY, ST. LOUIS, MISSOURI

-----CUT HERE-----

THE PEOPLE'S UNIVERSITY,  
P. O. Box 1178, University City, St. Louis, Mo.

Please send me, without obligation on my part, full information about your Course in Music.

My Purpose .....  
Name .....  
Street and Number .....  
City ..... State .....

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

THE VERY LATEST THING IN DUPLICATORS



## "CANTYPE" SPRING-FRAME DUPLICATOR

**1000** Perfect Reproductions per Hour of Hand-writing, Typewriting, Music or Drawing

Circulars can be taken direct from the Duplicator, and laid one copy on top another without off-setting or blurring. *No other duplicator possesses this advantage.* Circulars and samples of work on application. The only makers in America of all descriptions of ribbons, clean carbon papers, duplicators, stencil papers, inks, etc. Agents wanted in all unoccupied territory.

A Rapid, Medium-Priced Duplicating Machine

Simple, durable, rapid, clean, perfect work. Portable, inexpensive, practical, compact, noiseless.

Cheaper to Buy Cheaper to Run

CHAS. E. ARCHBALD, PRESIDENT

**PEN-CARBON MANIFOLD CO.**

NEW BRUNSWICK, N. J.

*Originators and Only Manufacturers of Non-Flake Carbon Paper for Typewriter, Pen, Pencil and Stylus*

# The Practical Value of Mental Training



*Henry Dickson*

Principal Dickson School of Memory. The largest and most successful School of Mental Training in the world.

**WHAT** James H. C. A. Jones needed was a practical course of Memory Training; with that behind him he might now be in partnership with the merchant, instead of hiking for another job. No matter whether you are employer, employee, student, business man or Book Agent, you are not Making Good if your Memory is on the Job only Halt the Time. The man

Read what WALT MASON, the Poet-Philosopher has to say about it:

## STOP FORGETTING

*The merchant said in caustic tones: "James Henry Charles Augustus Jones, please get your pay and leave the store; I will not need you any more. Important chores you seem to shun; you're always leaving work undone, and when I ask the reason why, you heave a sad and soulful sigh, and idly scratch your dome of thought, and feebly say: 'Oh, I forget!'" James Henry Charles Augustus Jones, this world's a poor resort for drones, for men with heads so badly set that their long suit is to forget. No man will ever write his name upon the shining wall of fame, or soar aloft on glowing wings because he can't remember things. I've noticed that such chaps as you remember when your pay is due; and when the noon-time whistles throb, your memory is on the job; and when a holiday's at hand, your recollection isn't canned. The failures on life's busy way, the paupers, friendless, wan and gray, throughout their bootless days, like you, forget the things they ought to do. So take your coat and draw your bones, James Henry Charles Augustus Jones."*

*Walt Mason*

Copyright, 1909, by George Mathew Adams.  
Reproduced by permission from the Chicago Daily News of Feb. 15, 1910.

with the Wandering Mind is a drug on the market—he has too many competitors. The Great Men of all ages are those who grasped the ability to Concentrate. **You** can acquire this ability. How? Send coupon for my **free** booklet.

The Dickson System has been highly recommended by Elbert Hubbard, Professor David Swing, Dr. Latson and many others.

Send this coupon for my free book (or a postal will  
Prof. Henry Dickson, 938 Auditorium Building, Chi  
Send me your free booklet, "How to Remember"

NAME \_\_\_\_\_

ADDRESS \_\_\_\_\_

CITY \_\_\_\_\_ STATE \_\_\_\_\_

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

*The author speaks from first hand of the decade in which Chicago reached the maturity of its first growth—Chicago Daily News*

# Bygone Days in Chicago

By FREDERICK F. COOK



THE COURT HOUSE, CHICAGO, IN 1860

**T**HE WORLD is interested in Chicago, and there is no one who will not be interested in this, the most fascinating and informing book ever published dealing with the early life of Chicago. The prominent part that the city took in war preparations; the picturesque incidents and personalities of war-time days; the life of the "Under-world," then graced by a type of gambler which has disappeared forever, and a hundred and one vivid stories of the "Garden City," are here presented in a fresh and vigorous style by an old newspaper reporter, who writes for the most part from intimate personal observation.

Mr. Cook's pen pictures of the down-town life of the '60's are much more dramatically picturesque than the hectic survival of the same element that exists in the down-town life of today.—*Chicago Journal*

*Illustrated from rare prints and photographs. 8vo, \$2.75 net*

**Sheldon University Press, Libertyville, Ill.**

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

**3000 GUMMED LABELS \$1.00**  
 SEVERAL SIZES AND STYLES  
 PRINTED TO ORDER, IN ONE AND TWO COLORS  
 AT THIS AND EVEN LOWER PRICES. SEND FOR CATALOG  
**FENTON LABEL CO. NINTH & THOMPSON STS. PHILA. PA.**

**Make the Farm Pay**  
 Complete Home Study Courses in Agriculture, Horticulture, Floriculture, Landscape Gardening, Forestry, Poultry Culture and Veterinary Science under Prof. Brooks of the Mass. Agricultural College, Prof. Craig of Cornell University and other eminent teachers. Over one hundred Home Study Courses under able professors in leading colleges.  
 250 page catalog free. Write to-day.  
**THE HOME CORRESPONDENCE SCHOOL**  
 Dept. 132, Springfield, Mass.

**A GOOD SHORTHAND REPORTER**  
 is the only kind you can afford to employ. I am well prepared to handle all kinds of law and general reporting.  
**FRED H. GURTLE**  
 SHORTHAND REPORTER  
 Phone Randolph 3038 810-811 Reaper Block, CHICAGO

## The Magazine That Dares

to print the news that's vital to human advancement. An absolutely fearless monthly, the exponent of constructive reform for the betterment of all. You never have seen such unless you know **THE TWENTIETH CENTURY MAGAZINE**. The editor is **B. O. Flower**, founder of *The Arena*. Among the contributors are **Edwin Markham, Lincoln Steffens, David Graham Phillips, Hamlin Garland, Prof. Charles Zuehlke, Charles E. Russell, Brand Whitlock and Carl S. Vrooman**. You should see this new periodical. It is beautifully illustrated and handsomely printed. It entertains and illuminates. One copy will convince you that there is no other magazine of equal strength in America, but to clinch your interest in the glorious work that Mr. Flower is leading, we will send you three sample issues, postpaid, all for only 10c. Get this intellectual stimulus and literary treat and realize there is a new force in the magazine field. We'll refund your remittance without question if you say we have exaggerated the value of this great monthly.

**75c.  
FOR  
10c.**

**The Twentieth Century Co.**  
 52 PARK SQUARE • BOSTON, MASSACHUSETTS

## The More Business You Do by *Letter* —

The more you *need* to weigh quality and price when ordering stationery.

You'll be sure of *high quality* if you specify Construction Bond; its unusual strength, bone and crackle satisfy the most exacting. And its *cost* is kept *down* by a modern, *economical* method of distribution that assures even the *largest* firms

## Impressive Stationery at a Usable Price

Here's the idea: Construction Bond is distributed and sold *direct* to *responsible* printers and lithographers (instead of thru jobbers) and *only* in quantities of 500 lbs. or more at a time (instead of in ream lots. You see the economy. Profit by it.

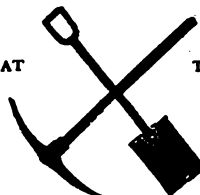
Your printer or lithographer *can* supply Construction Bond if he is big enough to buy in 500-lb. lots and *wants* to give you the *utmost value* in fine business stationery. If he refuses, write us for specimens of "Impressive Stationery at a Usable Price" and the names of firms in your vicinity who are *ready* to supply it on Construction Bond—sent *free* if you write on your *business letterhead*.

*This is the Watermark  
Get Envelopes to Match*

**CONSTRUCTION**

BEST AT

THE PRICE



**BOND**

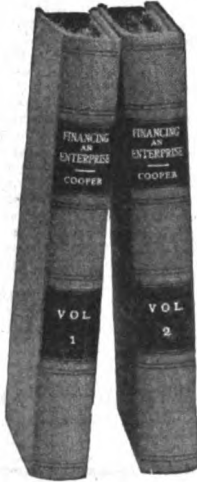
**W. E. WROE & CO.**  
 308 Michigan Boulevard, Chicago

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"



## Financing an Enterprise

By FRANCIS COOPER



**T**WO volumes that have helped hundreds of men win fortunes by showing them how to successfully finance and promote their business or their discoveries. Highly endorsed. Only successful work on promotion.

**Volume 1** describes conditions necessary for successful financing; how to investigate, protect and capitalize an enterprise; experimental work and model making.

**Volume 2** tells best methods for securing money, privately, or publicly, by advertising; how to advertise, how to write a winning prospectus. Important chapters on stock, bonds, incorporations, etc.

Invaluable knowledge gathered from fifteen years' experience. Save you hundred times its cost. Full descriptive circular if you want it.

600 pp. 1909 ed. Buckram binding. Two vols., \$4.00 prepaid. Either vol. separately, \$2.00 prepaid.

**SHELDON UNIVERSITY PRESS**  
LIBERTYVILLE, ILLINOIS

## SPINAL IRRITATION

An elegantly illustrated booklet explaining the cause and cure of the disease that produces the following

### SYMPTOMS:

**HEADACHE** or pains in the head, especially in the Back part or Base of Brain; Nervous or Biliary Headache; sensations that feel like the pulling or stretching of  
**CORDS in the Neck;** trouble with the  
**EYES** connected with pain or aching in back part of head or neck or upper part of shoulders; aches or pains in the eyes or back of them; specks or spots before the eyes or blurred vision; a frequent desire to  
**SIGH or YAWN** or take a deep, full breath, and in some cases, an inability to do so;  
**PALPITATION** or irregularity of the heart; pains, oppression, difficult breathing, or very peculiar and disagreeable feelings in the region of the  
**HEART, LUNGS, STOMACH,** or other parts of the body that doctors often call Neuralgia, Rheumatism, Indigestion, Heart trouble and various other names, but fail to cure: aches or pains in the region of the  
**KIDNEYS; BACKACHE;** sensations of oppression or constriction like a  
**BELT AROUND THE BODY,** or part way around;  
**PARTIAL PARALYSIS** of arms, shoulders, hands, lower limbs or feet, causing pains in these members, or a  
**NUMB FEELING** or sensations of coldness, heaviness, or a tingling or feelings resembling the  
**PRICKING OF PINS** or needles or as if the parts were asleep;  
**SORE, TENDER OR BURNING** points along the spine or in the limbs or feet; pains in the face, arms, back, lower limbs or feet, resembling those of  
**NEURALGIA OR SCIATIC RHEUMATISM** (physicians often treat these symptoms as ordinary neuralgia or rheumatism, but such treatment will not cure them);  
**CHILLS UP OR DOWN BACK;**  
**CREEPING** sensations, coldness or numbness; pain  
**BETWEEN SHOULDERS.**

If you have the above named symptoms, or any of them, you probably have **SPINAL IRRITATION**, a very serious disorder that but few physicians can cure. Yet it is very easily cured by proper treatment. Our elegantly illustrated booklet explains how. It also describes the disease and explains what causes it.

Price, 10 Cents

OHIO STATE PUBLISHING CO., 93-5 The Birmingham, Cleveland, O.

# "BOY WANTED"

By NIXON WATERMAN

## A Book of Cheerful Counsel



A book that every father should give to his son—after he has read it. It's full of the kind of good talk that helps a boy or man on the road to Success.

The boy or man who truly reads the book cannot help but get a world of good from it. It's the kind that holds you from the frontispiece to the end of the last chapter.

Is it good for a girl too? Why, bless me, it is good for both the little girl and the girl grown tall.

*The Price is Only \$1.25, Postpaid*

**The Sheldon University Press**  
LIBERTYVILLE, ILLINOIS

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"



## NORMAL COURSES

Our Home Study Courses for teachers prepare for Certificates of every grade. Special courses in Pedagogy, Psychology, Primary Methods and Kindergarten.

*We assist in securing positions.*

Over one hundred Home Study Courses under Professors in Harvard, Brown, Cornell and leading colleges. 250 page catalog free. Write to-day.

**THE HOME CORRESPONDENCE SCHOOL**

Dept. 78, Springfield, Mass.

Dr. Campbell  
Principal

## MAKE MONEY In Advertising or Mail Order Business.

Send name and address and twenty-five cents and we will mail you three issues of the popular Advertisers Magazine. Each issue contains articles on Mail Order Business, Ad Writing, Business Correspondence, Selling Plans, Office Systems, Business Short-Cuts, Follow-up Literature, etc. Write today, as this is a very special offer. Address, ADVERTISERS MAGAZINE, 720 Commerce Building, Kansas City, Missouri.

## Are You Looking for a Home

**I**F SO, don't buy before seeing a copy of the Real Estate Journal. It has hundreds of farms, city property and stocks of goods advertised in it and reaches 60,000 readers a month; 24 to 36 pages, colored covers. Ad rates 15c per line. 2c a word. 75c a year.

Two-Month Trial Subscription 10c

**Farm and Real Estate Journal, Traer, Iowa**  
DESK K

What Some Well-Known Authors Say About

## The Book News Monthly

"I have read *The Book News Monthly* for a number of years, and have found it intelligent and entertaining. In my experience, the comments have never been dull: they have seemed to me extremely competent. I regard *The Book News Monthly* as a useful medium of communicating literary intelligence, and as presenting judicial opinions on many of the books of the day."—*Hamilton Wright Mabie*.

"*The Book News Monthly* gives a sympathetic view of what is best in current literature, and renews interest in the good books of the past. It more than fulfills the modest promise of its title, and in that way is helping to make more readers and more intelligent readers."—*Henry Van Dyke*.

"*The Book News Monthly* probably surpasses any magazine in America in the number of books discussed and in the honesty and integrity of the criticisms. It is varied, comprehensive and sincere, and no other American monthly periodical is in this respect quite its equal."—*Thomas Wentworth Higginson*.

\$1.00 a Year. Sample Copy  
Sent Upon Request

**The Book News Monthly**  
PHILADELPHIA, PA.



## Books that have Helped Thousands Develop Power to Make Greater Profits

**T**HESE books will help YOU develop more power. Will teach you how to control your forces. Will show you how to inspire confidence. They are uniformly bound in green, printed on heavy book, contain over two hundred pages of helpful, inspiring, scientific, man-building advice. The simple, direct, concise language drives the lessons home at the first reading. Than these three the famous author of "As a Man Thinketh" has written nothing better.

**SEND THREE DOLLARS TODAY**

SHELDON UNIVERSITY PRESS, Libertyville, Illinois:

Enclosed find \$.....Dollars.

Send me.....Copies (Mark the number).

....."From Poverty to Power"

....."All These Things Added"

....."Byways of Blessedness"

Name.....

City.....State.....

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# A CORKING HIT

## Letters from a Baseball Fan to His Son

By S. DEWITT CLOUGH

Illustrated by C. A. Briggs, the famous cartoonist of The Chicago Record-Herald.

Every person interested in Baseball will want a copy. Here is a book which if well displayed, is more than half sold. The price is small, only 50 cents, and the profits are big.



### Hot Cakes

Did you ever see a bunch of hungry people clean up a big pile of hot wheat cakes served with real maple syrup? You may have been one yourself—well, that's the way "Letters from a Baseball Fan to his Son" disappear. Everybody says: "Gee that's good" and comes back for more.

### What Is It?

These letters are written by an old-time baseball player to his son in college trying for the varsity team. They are not only clever and amusing, but are chock full of practical pointers and hints as to how baseball can be made a backbone bracer. The cartoons by Briggs and the pen sketches are worth the price of the book alone.

Price Fifty Cents Each, Postpaid

Sheldon University Press, Libertyville, Illinois

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

## Dr. Lindlahr's Sanitarium for Nature Cure

offers complete sanitarium facilities to patients from a distance and to those who wish to live the natural life in natural surroundings. We successfully treat all forms of so-called incurable diseases without the use of poisonous drugs or surgery.

### Nature Cure by Mail

In this department we are prepared to take care of patients at a distance who cannot have the benefit of instruction and treatment in our sanitarium. Free literature and diagnosis blank furnished on application.

### Send for Valuable Free Health-Culture Literature

A LIMITED NUMBER OF VOLS. I. and II. of the NATURE CURE MAGAZINE, cloth bound, are now for sale. Price \$1.50 per volume, postpaid.

## Dr. Lindlahr's Sanitarium

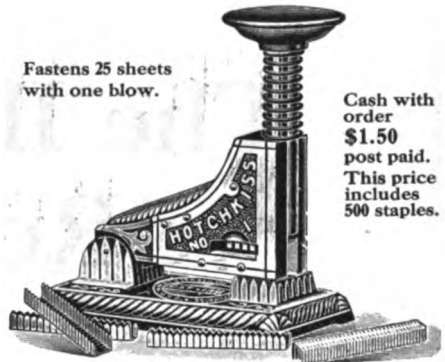
525 Ashland Boulevard, Chicago  
Telephone, Monroe 2246

Down town offices and Treatment rooms:  
84 Adams St., Rooms 404-406  
Telephone Harrison 6130

## Automatic Paper-Fastener

Fastens 25 sheets  
with one blow.

Cash with  
order  
**\$1.50**  
post paid.  
This price  
includes  
500 staples.



The Hotchkiss Automatic Paper-Fastener uses a single strip on which there are 25 staples. These staples when inserted into the machine are automatically cut off and fed forward, accurately and without failure. The staple is always ready to be driven and a single blow will suffice to drive it through 1 to 25 sheets of paper, and with the same movement feed forward the next staple.

Useful not only for papers, but for fastening samples of silks, laces, dress goods, etc., being neater than any other method of binding.

Place the machine on a solid foundation, insert the papers to be stapled, and strike the plunger a quick, sharp blow with the hand.

Agents wanted to sell our line of office supplies  
Send for Catalog

**National Office Supply Company**  
ZION CITY, ILLINOIS

## "Health-Wealth" Method

Book form, 25 cts. Formerly, typewritten form, \$25. 27 powerful lessons. 40,000 words. Teaches scientific upbuilding of physical, mental and moral faculties. Develops "plus" men. Eclectic. No fads. Strong, reliable points of many systems presented and explained. All in Fred G. Kaessmann's inimitable, succinct, sincere, gingery way. You will like it. It will help you. Experts pronounce it world's greatest health culture course. Equal to any health culture course, no matter what the price, because purchasers are entitled, FREE OF CHARGE to SPECIAL INSTRUCTION—if course does not already cover every requirement of his or her particular case. Certainly a big bargain, this, so send that quarter today.

Health-Wealth Publishing House, 68 Bennington Street, Lawrence, Mass.

## ELGIN WATCHES ON CREDIT

**17 Jewel Elgin—Our Great Special \$13.75**  
**Sent Anywhere on FREE TRIAL**

Guaranteed to keep accurate time. Fitted in double stock gold-filled case, warranted for 25 years.

You do not pay one penny until you have seen and examined this High-Grade 17-Jewel Elgin Watch, in hand-engraved case, right in your own home. You are to be the Judge. Let us send it to you, all charges prepaid. If it suits you **PAY ONLY \$1.50 A MONTH**

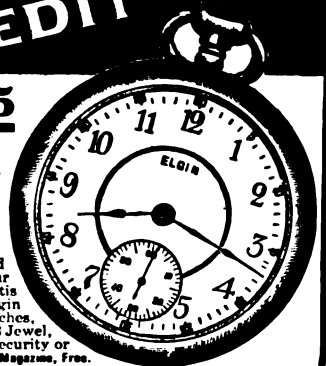
We trust every honest person. No matter how far away you live, or how small your salary or income, we will treat you for a high-grade Elgin Watch, in gold case, warranted for 25 years, and guaranteed to pass any Railroad inspection. Write for our big free Watch and Diamond Catalog. It tells all about our Easy Payment Plan—the "Loftis System"—and how we send Elgin B.W. Raymond and Waltham Watches.

**LOFTIS**  
**BROS. & CO.**

THE OLD RELIABLE ORIGINAL DIAMOND  
AND WATCH CREDIT HOUSE

Dept. G.811, 92 to 98 STATE ST., CHICAGO, ILL.  
Branches: Pittsburg, Pa., St. Louis, Mo.

anywhere in the world, without security or one cent deposit. Send for the Loftis Magazine, Free.



SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# The Illustrated Review

A magazine of inspiration and beauty for  
Authors, Artists, Craftsmen, Collectors  
and Devotees of the Art of  
Physical Expression

---

Reproductions of paintings, etchings and drawings by  
American Artists.

Studio stories and Art notes from near and far.

Unconventional snap shots of Authors at work and at play.

Illustrations of Handicraft work.

The Connoisseurs' Guide, giving advice to buyers of  
Objects of Art and Rarities.

---

*"Its atmosphere is homey to those who work with the fine tools of words and pigments," says Will Levington Comfort, author of Routledge Rides Alone.*

One Year—One Dollar

“Don't Sleep! Napoleon won Austerlitz by knowing the value of time. He lost Waterloo by staying in bed too long. Moral: Don't sleep on your job!” This motto in colors on hand made paper and four recent issues of the Review sent for twenty cents.

## The Illustrated Review

Steinway Hall Building, Chicago

# Are You A Thinker?

OR ARE YOU JUST DRIFTING ALONG WITH THE CURRENT?

## "Thought"

A Magazine of Practical Psychology

The Largest and Best  
Magazine in its Field

We know that **THOUGHT** is the best magazine in its field and we want an opportunity to demonstrate this fact to you.

We will stand the expense of this demonstration—Can we do more?

If you are a thinking, wide awake, ambitious person, with a broad mind, seeking knowledge, this magazine will appeal to you. If you are not ambitious and energetic, you certainly need it whether you want it or not.

## Mind is Everything

## What is "New Thought"?

By Benjamin Fay Mills

**SENT TO YOU FREE!**

To all who follow out the directions given in this advertisement, and mention the name of "Business Philosopher," we will mail this book

**Absolutely FREE!**

You can't be progressive without being broad-minded and open to conviction.

### "Thought" will Develop You if You Give it a Chance

Send 2-cent stamp to this company, stating you saw this "ad" in "Business Philosopher," and we will post-pay sample copy and this special-offer book.

**Magnum Bonum Co., 4663 Lake Ave., Chicago**

## Working for Himself NOW



## Owes Success to our Teaching



**THIS** man now dictates to **his own stenographer** instead of **taking dictation himself** from an employer. Our instruction is responsible for the change

The first lessons enable you to start a **collection business of your own**. The full course gives you **complete mastery of it**. We built up our own successful Collection Business by the same methods we teach you. Don't neglect this opportunity to get the **fruits of your own work**. Fill out and send us attached coupon. Do it now while this article is before you. If you delay it may be overlooked and you may doom yourself to a life of drudgery by neglecting it.

**The American Collection Service**  
314 State Street Detroit, Michigan

Fresno, California. Sept. 8, 1909  
The American Collection Service,  
Detroit Mich.

Gentlemen:—I am gratified with my progress in the Collection Business and now have about **180** clients. My collections in July paid me **\$350** profits approximately. This is very good considering that I was deplorably ignorant of the collection business when I began last year. Your course of instruction deserves all the credit. Very truly yours,  
S. M. Ballard

385

Send me your book of "Pointers on the Collection Business" and full information about your course.

# Backbone *A Bouncer for the Blues*

BY J. DEWITT CLOUGH

¶ This book sprang instantly into favor because of the cheerfulness and optimism of the Good Stuff it contains. It surely is a bouncer for the blues. It is filled with poems and paragraphs that drive Gloom into its hole and fill one with sunshine. Thousands have been sold and not one has been returned. Backbone contains 80 pages of gloom-dispelling philosophy, and hundreds of the good sayings, orphics, mottoes and aphorisms of our ablest men.

¶ A few backbone bracers are the chapters on Character, Cheerfulness, Purpose, Success, Opportunity, Progress, Worry, Persistence, Self-Improvement, Courage, Self-Confidence, Thoroughness, Love, Work and a score of others.

¶ Eighty pages with art cover and silk cord.

**Backbone Publishing Company**

Ravenswood, Chicago, Illinois

Address Dept. BP7



## TREASURES OF TRUTH

### A MASTERPIECE

BY DR. GEO. F. BUTLER



In this work Dr. Butler deals with the more cheerful philosophy of life in his inimitably gentle and helpful way. Every page is an inspiration, a message of good cheer and encouragement.

There are chapters on "How to Live," "Some Thoughts on Work," "The Successful Life," "Worry and Trouble and How to Overcome Them," etc.

The mechanical production of "Treasures of Truth" will appeal to the most artistic.

The binding is simple yet striking and beautiful. The title page and borders, in two colors are most artistic. This is a book which has met with immediate approval and one which all will enjoy.

This book is especially suited as an all-the-year-round Gift Book. Thousands have been sold as such.

Retail Price 75c in Art Board Covers and \$1.00 in DeLuxe Limp Purple Leather

**Backbone Publishing Company, Dept. BP7, Ravenswood, Chicago, Illinois**

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# PRACTICAL BUSINESS BOOKS!

Examine the List—Select Those That Will  
Help You—Mail Your Order Today

## Authorized American Edition of DICKSEE'S AUDITING

Revised and Enlarged  
By Robert H. Montgomery, C. P. A.

The acknowledged authority in both England and America on all subjects connected with auditing. The present edition retains all the valuable matter of the first edition, revised and brought up to date, and in addition *over 200 pages of entirely new matter*. The subject treatment is (1) Auditing—Up to the Trial Balance; (2) Methods of Account; (3) Special Considerations in Different Classes of Audit; (4) Auditing—From Trial Balance to Balance Sheet; (5) Forms of Account and Balance Sheets; (6) What Are Profits? (7) The Attitude of the Auditor; (8) The Liabilities of Auditors; (9) Investigations; (10) Interest; (11) Professional Ethics; (12) C. P. A. Examination Questions. Contains 100 pages of model forms of Balance Sheets, Income and Profit and Loss Accounts, etc., etc. 6 x 9. 586 pages. 1909. Durable cloth, gold stamped. \$5.00 delivered.

## CORPORATE FINANCE and ACCOUNTING

By H. C. Bentley, C. P. A.

Every corporation treasurer and accountant should possess this book. It is a complete working manual covering the daily duties of these officials. In six parts, as follows: (1) The corporation treasurer, his legal status, the requirements of his office, his duties, powers and liabilities, his relation to corporate affairs in general, his bonding; (2) An extended exposition of the methods and forms for practical corporate accounting, describing the various forms of books and entries; (3) Corporate finances, including funds in general, bank deposits, checks and dividends; (4) Negotiable instruments, their nature and requisites, their general and special liabilities, their collection; (5) Corporate securities; (6) 44 model legal forms for signatures, checks, receipts, resolutions and certifications. 6 x 9. Buckram. 500 pp. \$4.00 delivered.

## A Manual of CORPORATE MANAGEMENT

By Thos. Conynghon of the N. Y. Bar

No corporation official can really afford to be without this book. In it can be found immediately a clear, accurate, non-technical answer to any question concerning the legal side of corporate management. Tells the purposes, scope, and uses of the Charter and By-Laws: the rights, duties, powers and liabilities of Officers, Directors, and Stockholders under all circumstances; explains fully the issuance, sale, record and transfer of stock; tells how to conduct meetings; how to keep all books of record; and discusses such important matters as Committees, Dividends, Consolidations, Re-organization, etc. A safe guide in any state. Contains also over 200 model legal forms, covering practically every matter in corporation work requiring a form. Third Edition. 1909. 6 x 9. Buckram binding. \$3.50 delivered.

## CONDITIONAL SALES

By F. B. Haring of the Buffalo Bar

No concern which makes credit sales should be without this book. It states clearly the requirements for a valid contract of conditional sale in every state of the Union, whereby title to goods sold is retained in the vendor until payment has been made. This information is arranged under uniform headings giving Legal Status of Contracts, how to execute them, acknowledgement or proof required, recording or filing necessary, recording fee, renewals, discharge, Landlord's lien, criminal liability of vendee, action for money judgment, claim on fixtures, when vendor or vendee loses, etc. Approved forms of contracts, acknowledgements, etc. Used as a guide by hundreds of the largest concerns in the country. "Send us another copy," say Lyon & Healy, Chicago. 6 x 9. Buckram. 1909. \$5.00 delivered.

## A Manual of CORPORATE ORGANIZATION

By Thos. Conynghon of the N. Y. Bar

Explains clearly and in detail every step necessary for the organization and incorporation of a new company or the reorganization of an old one. Describes ends sought by incorporation: stock subscription lists and contracts; tells where to incorporate and the expense; detailed explanation of capitalization and the stock system and the status of stockholders; describes the nature and functions of the Charter and By-laws; tells how to conduct meetings; how to elect officers and directors, and defines their duties, powers and liabilities; full information for the protection of minority interests, protection of an inventor, underwriting, promoters, etc., etc. Accurate, authoritative, up-to-date, and entirely free from legal technicalities. Second Ed. 1908. 6 x 9. Buckram. \$3.00 delivered.

## FINANCING an ENTERPRISE

By Francis Cooper

A practical two-volume work telling how to secure capital and successfully promote a business enterprise of any kind. Vol. I describes conditions necessary for successful financing; tells how to investigate, protect, and capitalize an enterprise, discusses experimental work and model making. Vol. II tells best methods for securing money, privately, or publicly, by advertising; how to write a prospectus. Important chapters on stocks, bonds, incorporation, underwriting, etc. Written from 15 years' promoting experience. Only reliable work on the subject. Third edition. 1909. 543 pp. Buckram. Both vols. \$4.00 delivered. Either vol. singly \$2.00 delivered.

Complete Descriptive Circular of Any Book on Request

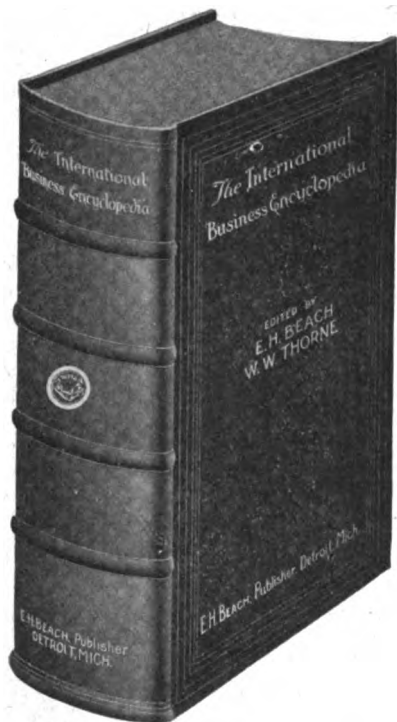
### THE RONALD PRESS COMPANY

Publishers of Business Books, and of  
THE BUSINESS WORLD, a magazine of Practical Business

Rooms 14-20  
229 Broadway, New York

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"





# FIFTY CENTS

SECURES THIS GREAT REFERENCE BOOK

An entirely new, up-to-date, down-to-the-minute reference book, for bookkeepers, cashiers, accountants and business men.

This magnificent volume weighs nearly 6 pounds; contains over 500 pages, 200,000 words and 700 illustrations of forms and tables; beautifully printed on fine paper; handsomely and strongly bound; produced and presented to the business world at a cost which brings it within the reach of all; easiest for reference, plainest for acquiring information, and most economical when compared with all other publications of like nature.

***It is Yours on Payment of Only Fifty Cents***

down and the balance in monthly instalments of 50 cents or \$1.00 as you prefer.

Monthly instalment price, \$4.00 per copy; introductory special cash price (less 10 per cent) only \$3.60.

In either case the expressage is prepaid to your address in the United States and Canada.

**E. H. BEACH, Publisher, Detroit, Mich.**

## Will You Accept This Business Book if We Send it Free?

***Sign and Mail the Coupon Below.  
Send no Money! Take no Risk!***

One hundred and twelve of the world's master business men have written ten books—2,079 pages—1,497 vital business secrets, ideas, methods. In them is the best of all that they know about

- |                |                     |                                                             |
|----------------|---------------------|-------------------------------------------------------------|
| —Purchasing    | —Salesmanship       | —Position-Getting                                           |
| —Credits       | —Advertising        | —Position-Holding                                           |
| —Collections   | —Correspondence     | —Man-Handling                                               |
| —Accounting    | —Selling Plans      | —Man-Training                                               |
| —Cost-keeping  | —Handling Customers | —Business Generalship                                       |
| —Organization  | —Office Systems     | —Competition Fighting                                       |
| —Retailing     | —Short-cuts and     | and hundreds and hundreds of other vital business subjects. |
| —Wholesaling   | Methods for every   |                                                             |
| —Manufacturing | line and department |                                                             |

A 9,059 word booklet has been published describing, explaining, picturing the work. Pages 2 and 3 tell about managing businesses great and small; pages 4 and 5 deal with credits, collections and with rock-bottom purchasing; pages 6 and 7 with handling and training men; pages 7 to 12 with salesmanship, with advertising, with the marketing of goods through salesmen, dealers and by mail; pages 12 to 15 with the great problem of securing the highest market price for your services—no matter what your line; and the last page tells how you may get a complete set—bound in handsome half morocco, contents in colors—for less than your daily smoke or shave, almost as little as your daily newspaper.

***Will you read the book if we send it free?  
Send no money. Simply sign the coupon.***

**The System Co., 151-153 Wabash Ave., Chicago**

If there are, in your books, any new ways to increase my business or my salary, I should like to know them. So send on your 16-page free descriptive booklet. I'll read it. BP-7-10

Name \_\_\_\_\_

Address \_\_\_\_\_

Business \_\_\_\_\_

Position \_\_\_\_\_

**Save your Pocket and Insure your Keys**

Key Insurance—Good for one year, insures Keys and Identifies Owner; this with Genuine Morocco Combination Key and Knife Purses—Above, plus a Limited Accident Policy for \$1,000, renewable each year—\$1.00

|                                  |                                    |
|----------------------------------|------------------------------------|
| Key Purses, { Cowhide.....25c.   | Combination { Cowhide.....40c.     |
| (Key Chains { Morocco.....35c.   | Key and { Morocco.....50c.         |
| 5c. extra. { Seal, Russia, .50c. | Knife Purses { Seal, Russia, .65c. |

Special Prices in Quantities for use as Advertising Novelties

**MURRAY S. CHISM, Patentee and Manufacturer**  
224 N. Camac St., Philadelphia, Pa.

## Relieve Your Memory

Depend on this convenient, useful, **gentleman's** memo book to keep your dates, figures, names, memos, etc., in better, neater style.

### Bennett Everlasting Memorandum Book

—leather cover, 3.4 x 8 inches, pocket for cards, removable pads—the most convenient. Price complete with your name stamped in gold on the cover and four inside pads, only . . . . . **\$1.00**

**Send no money** Simply send us your name and we will forward the book with your name printed. If satisfied, send us our \$1.00. If not, return the book. Send today.

**W. W. BENNETT CO.**

Box 146, East End

Pittsburg, Penn.

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

## Keeping Our Tailors Busy

A BLUE SERGE SUIT  
with Extra Trousers of  
the same or Striped Ma-  
terial—*Twenty-five Dollars*

**NICOLL The Tailor**  
Wm. JERREMS' SONS  
CLARK AND ADAMS STS.  
CHICAGO

## HOME STUDY COURSES

Over one hundred Home Study Courses under pro-  
fessors in Harvard, Brown, Cornell and leading  
colleges. Academic, and Preparatory, Agricultural,  
Commercial, Normal and Civil Service Departments.  
*Preparation for College, Teachers' and Civil  
Service Examinations.*

Prof. Genung  
English

250 page catalog free. Write to-day.  
**THE HOME CORRESPONDENCE SCHOOL**  
Dept. 105, Springfield, Mass.

## Embossed Business Stationery

Printed from Steel Dies  
Send for Samples

*Engraved  
Cards*

We engrave a one-line plate and furnish 100  
engraved cards, postpaid. Engraved in script,  
\$1.25; block, \$1.50; solid Roman, old English  
or French script, \$1.75; shaded old English  
or block, \$2.00; shaded Roman or French  
script, \$2.25. Cash to be sent with order.  
Best stock used. Monogram stationery. Wed-  
ding and business announcements.

**The American Embossing Co.**

192-69 SENECA STREET, BUFFALO, N. Y.

## HOW TO BUILD A BETTER BRAIN

FREE

FREE



Make your Mind a creative, convincing,  
commanding power. You have about 90%  
more Mental force than you now know how  
to use. Reading essays is one thing; study-  
ing this book of **actual methods** is another—  
and far more important to you. It also  
gives a lengthy analysis of the Seven Great  
Powers of Human Success — **Will-power,  
Physical Energy, Intellectual Supremacy,  
Sense-culture, Self-conquest, Personal In-  
fluence, Brain-power.** It will lead you into  
the most elaborate and powerful education  
known to the literature of Self-development.  
Send 4 cts. in stamps for pocket edition of  
"How to B. B. B."

**Albert Lewis Pelton, - Meriden, Conn.**

THESE

## SIX BOOKS

Tell How \$2.00 Grew  
Into \$250,000.00; Yours  
for \$4.50

The men who wrote these busi-  
ness books have built up the  
largest business of its kind in the  
world, and when they were doing  
it they were everlastingly applying the  
very same principles that they have driven home  
in the chapters of these books.

And you are to get all the benefits of their years  
of experience for \$4.50.

Now, if these men built up a quarter of a million dollar business by  
knowing how to make every letter they sent out an order clincher and if  
they are willing to impart their methods, why can't you profit by their  
experience? Wouldn't a little more of this letter-writing skill be beneficial  
in your business? It would accomplish the very plans you have in view.

**FOR THE BUSINESS MAN:** It will open his eyes to the possibilities of  
more business.

**FOR THE ADVERTISING MAN:** It will increase the per-  
centage of orders from the inquiries his advertising has brought. **FOR  
THE PROFESSIONAL CORRESPONDENT:** This work will be a constant  
reference. Send us a money order, P. O. order, or check for \$4.50, with  
your name and address plainly written. We will send the five books im-  
mediately, prepaid. If you don't find them worth their weight in gold,  
send them back.

Publicity Pub. Co., Dept. 24, Page Bldg., Chicago, Ill.

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

## *The Largest Staff of Salesmen in the World*

that is what Advertisers command in

# "The Traveling Man"

We have a paid in advance subscription from members of the fourteen great orders in which the Salesmen of the United States have banded themselves—that should make advertisers think—our Magazine represents the Greatest Commercial Force in the World — **"Word of Mouth"** Advertising by our Subscribers. Think it over—*Our Rates by Mail*—You've Thought.

## *Strong Endorsement*

The following large and important Organizations of Traveling Men, representing hundreds of thousands, approve of "THE TRAVELING MAN" and wish it God Speed!

Christian Traveling Men's Association  
"Gideons," Chicago, Ill.  
The Commercial Travelers' Life and Accident Association, Cleveland, Ohio.  
Commercial Travelers' Accident Association,  
Utica, New York.  
Illinois Commercial Men's Association,  
Chicago, Ill.  
International Travelers' Association,  
Dallas, Texas.  
Iowa State Traveling Men's Association,  
Des Moines, Iowa.  
Minnesota Commercial Men's Health Association,  
New Ulm, Minnesota.

Northwestern Traveling Men's Association,  
Chicago, Ill.  
Travelers' Health Association,  
Omaha, Nebraska.  
Traveler's Protective Association of America,  
St. Louis, Missouri.  
Toledo Travelers' Health Association,  
Toledo, Ohio.  
United Commercial Travelers of America,  
Columbus, Ohio.  
Western Travelers' Accident Association,  
Omaha, Nebraska.  
Western Commercial Travelers' Association,  
St. Louis, Missouri.

*Subscription Price, \$1.00 Per Year*

# THE TRAVELING MAN

VALPARAISO, INDIANA

# How to Increase Your Mental Wealth at Small Cost—

**T**O BECOME a better Speaker of Words—and to be a scientific salesman one must know how to speak wisely and well—one should have a thorough acquaintance with the great classics of literature.

¶ *The Caxton Brochures* are exquisitely printed in two colors on high-grade paper—protected with a heavy cover—tied with silk—brightened with a special portrait of the author by Hillberg—and possess the great merit of fitting the pocket both in size and price.

¶ By special arrangement we have secured a limited quantity of these beautiful Brochures and while they last they will be sold for Fourteen Cents each or Ten for One Dollar.

¶ Of course you know we wrap all our goods with Satisfaction—which means that you can have your money back absolutely without question if you are not perfectly satisfied.

## *The Caxton Brochures*

¶ A collection of Little Masterpieces, published one each month, by the Caxton Society, the aim being to present the most significant essays and short stories by the world's best authors, in a form that will appeal to all bookish people.

No. 1—CHARLES LAMB'S ESSAY, "A Dissertation upon Rast Pig," also "Detached Thoughts on Books and Reading."

No. 2—RALPH WALDO EMERSON'S "Essay on Compensation."

No. 3—"THE CHINESE PHILOSOPHER'S SON," by Oliver Goldsmith. This number is now out of print.

No. 4—"BIBLIOPHILE AND BIBLIOMANIAC," by Henry Houssaye and Henry Ward Beecher.

No. 5—"COLLECTANEA," being certain verses written by Rudyard Kipling.

No. 6—"POOR RICHARD'S ALMANACK." Shrewd wit of Benjamin Franklin as compiled by himself. With facsimile reproductions.

No. 7—"HENRY DAVID THOREAU, His Character and Opinions," by Robert Louis Stevenson.

No. 8—"BACON'S ESSAYS," being those contained in the first edition, published in 1597. With facsimile reproductions of some of the pages.

No. 9—"WISDOM OF CHESTERFIELD." Being extracts from letters of the Earl of Chesterfield to his son.

No. 10—"LOVE LETTERS OF HENRY VIII TO ANNE BOLEYN." The authentic love letters of a real king.

No. 11—"RUBAIYAT OF OMAR KHAYYAM," by Edward FitzGerald. This is a careful reprint of the first edition, introduction and notes.

No. 12—"SELF-RELIANCE," by Ralph Waldo Emerson. "Let a man know his worth, and keep things under his feet."

No. 13—"WILL O' THE MILL," by Robert Louis Stevenson.

No. 14—"RABBI BEN EZRA," by Robert Browning. This number contains a special analysis and study.

No. 15—"THE LEGEND OF SLEEPY HOLLOW," by Washington Irving.

No. 16—"THE ATHEIST'S MASS," by Honore de Balzac.

No. 17—"ODES OF ANACREON," as translated by Thomas Moore.

No. 18—"EVERYMAN," the great Morality Play. Facsimile reproductions from old editions.

No. 19—"ADDRESS ON ARTS AND CRAFTS," by William Morris.

*We believe these Brochures are a little better than anything ever before attempted in special editions at a popular price. The numbers now ready are No. 1 to 19, inclusive; and with exception of No. 3 which is out of print. We will supply them at fourteen cents each, or ten for one dollar.*

## Sheldon University Press, Libertyville, Ill.

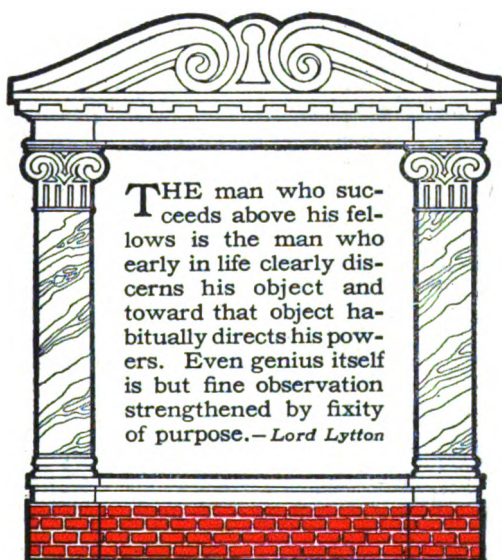
DEPARTMENT 87

• **D**RUDGERY is  
the right hand  
of Genius. He who  
Sticks it Out is the  
true miracle worker

SHELDON



# *The* BUSINESS PHILOSOPHER



ARTHUR·FREDERICK·SHELDON  
EDITOR

SHELDON·UNIVERSITY·PRESS  
LIBERTYVILLE·ILLINOIS

# Ginger Talks

235 PAGES—15 FULL PAGE CARTOONS

## Sales of Two Millions a Month

The Course in Salesmanship that Built Them for the National Cash Register Company

## Yours for Two Dollars

**T**HINK of a course in practical salesmanship, written straight out of the heart of the greatest selling organization in the world, by a Director of that organization; a course that does not merely describe the selling system of this colossal concern—but IS THAT ACTUAL SYSTEM ITSELF—the word for word Ginger Talks of that world famous company to its 1,000 salesmen—the verbatim coaching, the exact specific instruction, the very selling pointers and arguments and inspiration and enthusiasm that built up, through those 1,000 red-blooded salesmen, a business of over two million dollars a month in monthly sales.

*The Pabst Co. bought it for its 1800 salesmen. The Quaker Oats Company invested \$450 in it. 1682 other giant concerns have taken it for their entire sales forces, many taking from 100 to 1000 each.*

Ask us to send you a list six feet long of these concerns which employ nearly 50,000 salesmen

**G**INGER TALKS are a complete text-book of instruction and pointers on the art of selling goods. They simplify the whole of practical salesmanship; make clear with wonderful illustrations and exact explanations how to make approaches, how to secure attention, how to create desire, how to stimulate to immediate action and walk out with the order. They tell the salesman how to turn enmity into friendship, cold indifference into eager interest, casual inquiries into actual buyers, actual buyers into permanent customers. They touch on a thousand salesmen's difficulties and perplexities and show a way out of each one.

**G**INGER TALKS is the only business book ever written that is as brilliant and fascinating in style and has the same human interest as George Ade's "Fables in Slang," Billy Baxter's Letters," or Mr. Dooley's famous conversations with his friend Hennessy. The sentences are crowded with epigrams, sharpened with penetrating wit, lighted up with humor, and made fairly alive with the tones of a masterful personality. It is this wonderful combination of solid instruction and brilliant expression—"beef-steak nutriment and champagne style"—that has brought Ginger Talks their tremendous sales.

### SEND YOUR GINGER

SHELDON UNIVERSITY PRESS, Libertyville, Illinois.

I am enclosing Two Dollars. Send me a copy of Holman's "Ginger Talks."

Name.....

Address..... State.....

You can enclose \$3.50 and receive a copy of Ginger Talks and The Business Philosopher for one year



ARTHUR F. SHELDON  
EDITOR-IN-CHIEF

# CONTENTS

ARTHUR W. NEWCOMB  
MANAGING EDITOR

SHELDON'S BUSINESS PHILOSOPHER AND SALESMANSHIP

AUGUST, 1910

|                                                       |                     |
|-------------------------------------------------------|---------------------|
| THE GLENWOOD BOYS' REGIMENT ON DRESS PARADE.....      | <i>Frontispiece</i> |
| EDITORIAL .....                                       | 449                 |
| <i>By A. F. Sheldon</i>                               |                     |
| MAKING THE MAN OF TOMORROW OUT OF THE GLENWOOD BOY    | 457                 |
| <i>By Arthur W. Newcomb</i>                           |                     |
| JENKIN-LLOYD-JONES AND HIS "LENGTHENED SHADOW".....   | 467                 |
| <i>By Thomas Dreier, in "The Caxton"</i>              |                     |
| SOME ERRORS THAT LEAD TO COMMERCIAL FAILURE.....      | 471                 |
| <i>By One Who Knows</i>                               |                     |
| A LESSON FROM THE FOOTBALL DAYS OF "DINK STOVER"..... | 474                 |
| <i>By Clyde Gibson</i>                                |                     |
| LETTERS OF A SALES AND ADVERTISING MANAGER.....       | 477                 |
| <i>By Geo. H. Eberhard</i>                            |                     |
| THE KIND OF EDUCATION THE NEXT GENERATION NEEDS.....  | 479                 |
| <i>By Franklin H. Collins</i>                         |                     |
| GLEANINGS FROM BUSINESS FIELDS.....                   | 481                 |
| <i>By Thomas Dreier</i>                               |                     |
| WHAT'S IN A NAME? SOME PEOPLE WHO COULD ANSWER.....   | 484                 |
| <i>By Fred G. Kaessmann</i>                           |                     |
| THOUGHTS ON SALESMANSHIP AND BUSINESS BUILDING.....   | 489                 |
| <i>By A. F. Sheldon</i>                               |                     |
| THE QUESTIONS OF SOCRATIC.....                        | 493                 |
| <i>By Arthur W. Newcomb</i>                           |                     |
| HOW WOULD YOU COME OUT OF A THOROUGH SIFTING PROCESS? | 498                 |
| <i>By F. L. Oilar</i>                                 |                     |
| THE ALL-AROUNDNESS OF THE HUMAN AND ITS DEVELOPMENT   | 500                 |
| <i>By H. D. Brasefield</i>                            |                     |
| LEAVES FROM MY ORDER BOOK.....                        | 509                 |
| <i>By Morton Mayne</i>                                |                     |
| THE PHILOSOPHER AMONG HIS BOOKS.....                  | 513                 |

¶ Two dollars a year will bring the magazine to anyone in the United States or its possessions, \$2.25 in Canada, and \$2.50 in foreign countries. Requests for "change of address" must reach this office before the tenth of the month in order to insure the proper mailing of the current issue of this magazine. In sending in the new address please give your previous location.

Published by the Sheldon University Press, Libertyville, Illinois

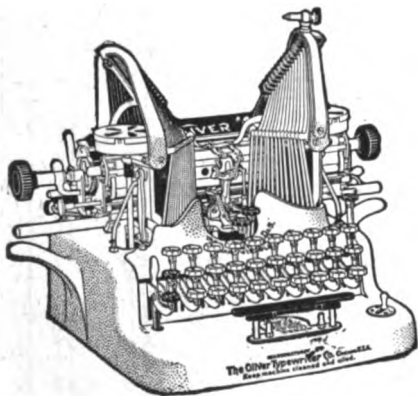
Entered as Second-Class Matter, December 15, 1908, at the Post Office at Libertyville, Illinois, under Act of March 3, 1879. Copyrighted by Sheldon University Press.



# Seventeen Cents a Day Buys an Oliver Typewriter

This amazing offer—the New Model Oliver Typewriter No. 5 at 17 cents a day—open to everybody, everywhere.

It's our new and immensely popular plan of selling Oliver Typewriters, on little easy payments. The abandonment of *longhand* in favor of clean, legible, beautiful *typewriting* is the next great step in human progress.



Already—in all lines of business and in all professions—the use of *pen-and-ink* is largely restricted to the writing of *signatures*.

Business Colleges and High Schools, watchful of the trend of public sentiment, are training a vast army of young people in the use of Oliver Typewriters.

The prompt and generous response of the Oliver Typewriter Company to the world-wide demand for *universal typewriting*, gives tremendous impetus to the movement.

The Oliver, with the largest sale of any typewriter in existence, was the logical machine to take the initiative in bringing about the *universal use* of typewriters. It *always* leads.

## Save Your Pennies & Own an Oliver

This "17-Cents-a-Day" selling plan makes the Oliver as easy to *own* as to *rent*. It places the machine within easy reach of every *home*—every *individual*. A man's "cigar money"—a woman's "pin-money"—will buy it.

Clerks on small salaries can now afford to own Olivers. By utilizing spare moments for practice they may fit themselves for more important positions.

School boys and school girls can buy Olivers by saving their *pennies*.

You can buy an Oliver on this plan at the regular catalog price—\$100. A small first payment brings the machine. Then you save 17 cents a day and pay monthly.

And the possession of an Oliver Typewriter enables you to *earn money* to *finish paying* for the machine.

### Mechanical Advantages

The Oliver is the most highly perfected typewriter on the market—hence its 100 per cent efficiency.

Among its scores of conveniences are:

- the Balance Shift
- the Ruling Device
- the Double Release
- the Locomotive Base
- the Automatic Spacer
- the Automatic Tabulator
- the Disappearing Indicator
- the Adjustable Paper Fingers
- the Scientific Condensed Keyboard

### Service Possibilities

The Oliver Typewriter turns out more work—of better quality and greater variety—than any other writing machine. Simplicity, strength, ease of operation and visibility are the corner stones of its towering supremacy in

- Correspondence
- Card Index Work
- Tabulated Reports
- Follow-up Systems
- Manifolding Service
- Addressing Envelopes
- Working on Ruled Forms
- Cutting Mimeograph Stencils

Can You Spend 17 Cents a Day to Better Advantage than in the Purchase of this Wonderful Machine

Write for Special Easy Payment Proposition or See the Nearest Oliver Agent

The Oliver Typewriter Co., The Oliver Typewriter Building Chicago, Illinois

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# Ring the Bell Every Time

**W**HAT is it worth to you to be able to ring the bell every time you strike for a customer's order? What is it worth to you to be able, when he puts forth an objection, to knock that objection sky high with the irresistible force of a selling argument that has been tried and proven by the best salesmen of the best concerns in the world—concerns whose names are household words by reason of the enormous sales these very selling arguments have brought them?

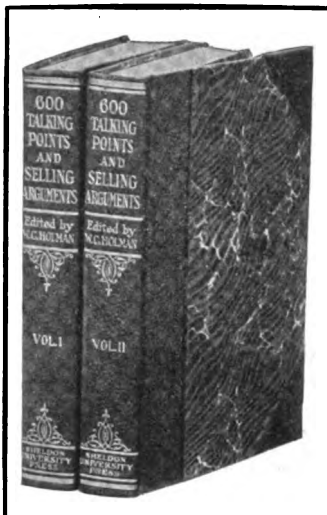
## What is it Worth to You:

—To know in advance the objections your prospect will make and the best answer to each that has ever yet been discovered.

—To have a number of answers (in some cases as many as twenty to thirty) to each objection—all irresistible—600 irresistible selling arguments?

—To know that every one of these arguments has been evolved by years of hard experience—improved and made stronger by constant successful use?

—To know that many of these arguments cost thousands of dollars in experience before they were discovered and perfected—and that many of them have sold millions of dollars worth of goods?



## Every Page Coinable Into Money

A chemical formula written on the back of an envelope may be worth a fortune; a few figures giving the combination to a safe may unlock a door with millions behind it. Every page of this book contains a selling formula that you can coin into ready money. Every one of these 600 irresistible arguments opens a door that will lead you to more sales and more commissions. You could well pay, if you had to, a greenback for every page of this book; but the cost to you is slight.

**Sign This Coupon** —Can you afford to pay one-half cent for an argument that has sold thousands of dollars worth of goods—an argument whose discovery cost hundreds or even thousands of dollars in time and experience and actual money of star salesmen and great concerns.

—An argument that will surely close sales for you—that may clear you a hundred dollars in commissions the first day you use it, and hundreds or even thousands of dollars as you use it over and over again, throughout the entire year and for years to come.

Can you afford to pay one-half cent for what is worth anywhere from \$10.00 to \$1,000.00 in actual money-making power to you?

## Then Sign This Coupon and Mail Today

THE SHELDON UNIVERSITY PRESS, Libertyville, Illinois

Enclosed please find \$4.00 for your Two Big Volumes of Six Hundred Talking Points and Selling Arguments.

Name.....

Address, etc.....

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# The Salary Question

YOUR "salary question" is at once and forever solved the moment you become a trained man. Once you enter the ranks of the men who are trained for modern business, the salary question takes care of itself. It is no longer necessary to "go through the mill" for a business training. The days of long apprenticeship, long years of waiting for promotion are past.

If you will put a postage stamp and a little of your time against The Sheldon Book—which we will send you FREE—we can show you how more than 40,000 men have been helped to decide their salary questions through the medium of The Sheldon School. Let the burden of proving that we can turn your spare time at home into a high class business training rest entirely upon us. Merely inscribe your name and address on this coupon and leave the rest to our literature.

**The Sheldon School**  
1033 Republic Bldg., Chicago



The Sheldon School, 1033 Republic Bldg., Chicago

Please send me a FREE CO  
Book without cost or obligation.

Name .....

Street .....

City .....

Public Bldg., Chicago  
COPY of The Sheldon



State .....

## STIFFEN UP YOUR BACKBONE!

# The Backbone Monthly

"A Serum Against Softening of the Moral Spine"

It will help you develop *more power, teach you how to control your forces and stiffen up your backbone.* You will find its pages brimful of helpful, inspiring, scientific and man-building advice.

Tom Dreier edits it!

It's so different—both editorially and mechanically—terse, brief, pointed and powerful in all departments. Men who usually criticize have only good things to say about it.

A remittance of 50 cents will start your subscription with the next issue. The price will be \$1.00 after August 15, 1910—better use this coupon *now!*

### SEND ME YOUR BACKBONE

THE BACKBONE SOCIETY, Aurora, Illinois:

I am enclosing 50 cents. Please enter my subscription to THE BACKBONE MONTHLY for one year, beginning with the next number.

Name .....

B.P. 8 10

Address .....

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# The Sheldon Business Normal

Is in successful session at Lake Eara, in the beautiful new building at Area, Illinois. (Present postoffice address, Libertyville, Illinois.)

You saw the announcements in The Business Philosopher. You wish you were at the Business Normal now.

The course of instruction consists of:

*First*—Personal study and class instruction in:

(a) The Science of Business Building, which is the fourth edition of the Science of Successful Salesmanship.

(b) The Science of Industrial Success.

(c) The Science of Service.

*Second*—An extensive series of personal lectures by Mr. Sheldon and a corps of assistants in Salesmanship and Business Economics.

*Third*—A course of twenty lectures by Katherine M. H. Blackford, M. D., on Character Analysis, or the reading of Human Nature.

*Fourth*—The complete course of instruction at the second session of the Sheldon Summer School, between July 27 and August 9.

*Fifth*—Frequent drills in the Art of Salesmanship and Sales Management.

The regular course began July 1, and ends October 1, 1910.

This course of study leads to the appointment of those students who desire to take up our work and who are selected by Mr. Sheldon as being worthy and qualified, to immediate positions in connection with the work of the Sheldon schools.

The gross earnings of those who prove successful in these positions will be not less than \$3,000 a year. Experience indicates that earnings of \$5,000 or even double that amount are a reasonable expectation for men thus trained and employed.

You who are now well placed in a congenial line can obtain here the training you need to intensify the work of your sales department. The class is open for service to employers who find the training of competent sales managers a problem.

You find here the quick, sure, sane, tried, plain, direct, scientific road to success in the great field of sales management.

You can come now and earlier study of the Sheldon course will enable you to catch up with the class. Quick action secures the prizes of life—this is one of them.

THE SHELDON SCHOOL,

Area—P. O. Libertyville, Illinois

1910

*Gentlemen* —Will you please forward full particulars regarding The Sheldon Business Normal School, as advertised in THE BUSINESS PHILOSOPHER for August.

Name.....

Local Address.....

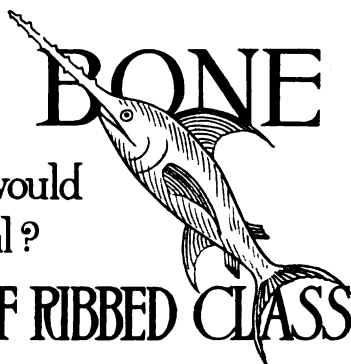
CUT OUT AND MAIL THIS COUPON TODAY

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"



# JELLY vs BONE

Which do you think would  
win in a battle royal?



GET AMONG THE STIFF RIBBED CLASS

## BACKBONE

*A Bouncer for  
the Blues*

Hints for the prevention of jelly-spine curvature and mental squint. A straight-up antidote for the blues and a straight-ahead sure cure for the grouch.

**Ten Thousand Copies Sold to Date**

The optimism and Healthy Good-Cheer of Backbone gives the inspiration to look on the "Sunny side of things." Everyone needs a little encouragement at times and all will benefit by its reading. Backbone contains 80 pages of gloom-dispelling philosophy, the best of the "Keep-a-pushing" poetry and hundreds of remarkably good sayings, mottoes and aphorisms of our ablest men. A few of the Backbone Bracers are the chapters on Character, Cheerfulness, Purpose, Success, Opportunity, Progress, Worry, Persistence, Self-Improvement, Training, Little Things, Courage, Self-Confidence Mistakes, Thoroughness, Enemies, Love, Criticism, Duty, Work, and a dozen other subjects.

These chapters are introduced with splendid original articles by Dr. W. C. Abbott, Dr. Geo. F. Butler, J. D. Albright, A. S. Burdick, W. F. Waugh, and others.

Every person you sell this book to will become your fast friend. It's a repeater and a trade puller.

Eighty pages printed attractively in two colors and tied with silk. Retail price in art binding, 50 cents each. De Luxe, limp brown leather copies, \$1.00 each. Add one dollar and seventy-five cents and receive the Business Philosopher for 12 months.

**Sheldon University Press**

Area P. O., Libertyville, Illinois

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

**Sherwin Cody's Latest Book**  
**How to Do Business by Letter**  
*and Training Course in Business English Composition*

The most successful book on letter-writing ever published, now in its 47th thousand, eleventh edition, though but recently published.

Contains over 125 model letters of all kinds, including a number of the more successful pulling letters used by prominent houses.

Also the Rules of Grammar complete, with all common errors; the Rules of Punctuation, Words Often Misused, Rules and Regulations of the Postoffice (correct to 1910), etc.

Price, postpaid. \$1.00. See table of contents.

**Sherwin Cody's Form Paragraph Letter-Writer**

An indexed and gummed blankbook, full letter size, loose leaf, in which to paste form paragraphs to be used in answering all kinds of correspondence.

By this system an \$8-a-week girl can write better letters than a \$25-a-week correspondent, because she simply copies into her book the best paragraphs in the regularly dictated letters of the head of the business, and all letters are in his language, perfect in every detail of punctuation, grammar, etc., and may be signed by his name though he never sees the letter himself. This is a wonderful means of raising the quality of correspondence, as well as saving much time and expense. 80 gummed pages, 20 index pages, 100 pages in all; price, postpaid, \$3; subject to approval and return at my expense.

**Sherwin Cody's Compendium of All Card Systems**

An instruction book on loose-leaf and card systems (the only book ever published clearly stating the simple fundamental principles of these systems), accompanying a neat box of 500 cards, size 3 x 5 inches, printed from specially engraved wax plates in the best style, representing 18 complete systems all ready for use, including forms for mailing lists, advertising, salesman's report and route cards, perpetual inventory forms, cost systems, school forms, and loose-leaf and card ledgers of all kinds, for wholesale, retail, mail-order, instalment, and specialty businesses. Electrotypes of plates sold and directions given for printing systems at one-third the usual price. Price, complete, \$3.00.



**How to Make Advertising Pay**  
**How to Write Letters that Pull**  
**Office Salesmanship & Business Psychology**

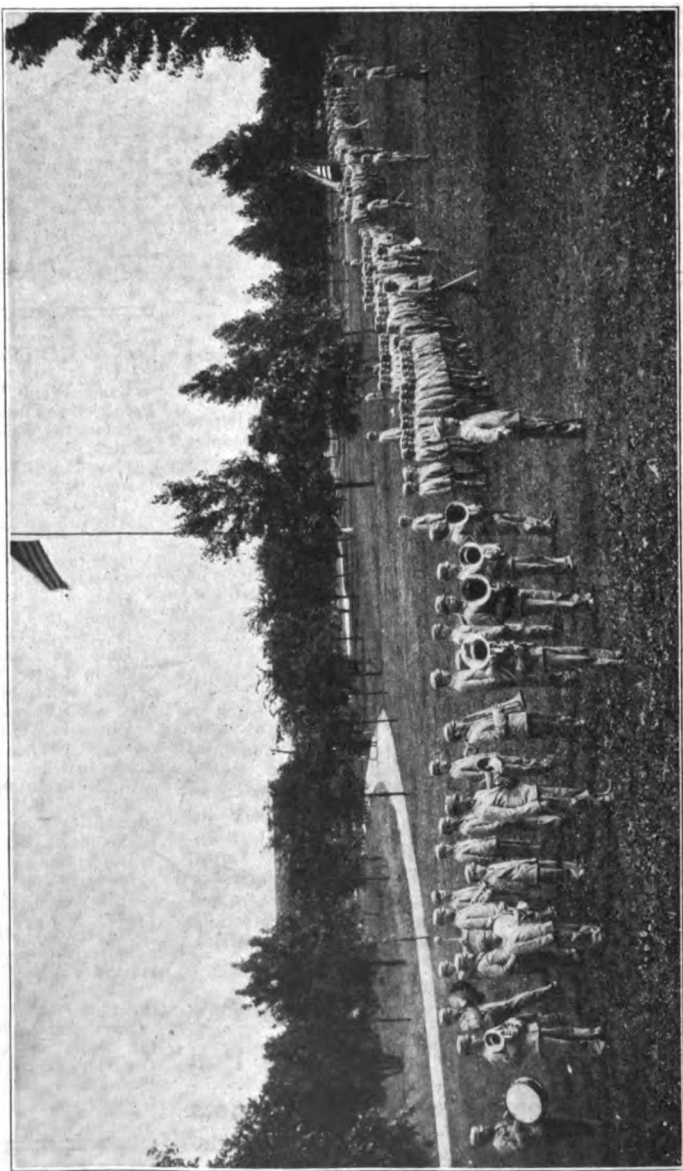
I have made a detailed personal study of forty-six leading lines of business: Manufacturing, wholesale, retail, mail-order, and specialty, and have taught presidents, secretaries and advertising managers how to make a success of their publicity—I *know what will win* in forty-six different businesses, yours among the number, and this information I give in my complete course, together with all the books and special features described above, with scores of others—*everything I have for only \$30*, including twenty personal lessons. Write for complete catalogue.

**SHERWIN CODY, LIBERTYVILLE, ILLINOIS**



**CONTENTS:**

Using Words So as To Make People Do Things.  
 How to Begin a Business Letter.  
 How to Close a Business Letter.  
 The Body of the Letter.  
 Applying for a Position.  
 Sending Money by Mail.  
 Ordering Goods.  
 "Hurry-up" Letters.  
 How Money is Collected.  
 Letters to Ladies.  
 Professional Letters.  
 How to Acquire an Easy Style in Letter Writing.  
 Two Kinds of Letters—Buying and Selling.  
 When to Write a Long Letter and When to Write a Short Letter.  
 Answering Inquiries.  
 Talking in a Letter—Colloquialisms and Slang.  
 Complaint Letters.  
 Condensation—Writing Advertisements.  
 Advertising and Follow-up Letters.  
 Display in Letter Writing.  
 Salesmanship in Letters and Advertisements.  
 Customs and Regulations of the Post Office.  
 Social and Official Forms; the Rules of Grammar, with Common Errors; the Rules of Punctuation for Business Office Use.



THE GLENWOOD BOYS' REGIMENT ON DRESS PARADE

*Making the Men of Tomorrow out  
of the Glenwood Boy—Page 457*

# The Business Philosopher

A. F. SHELDON, EDITOR

VOLUME VI

AUGUST, 1910

NUMBER 8

## On the Front Porch

*Where We Talk Things Over*

HERE IS a story so old that it surely must be good, because it has survived through so many years.

An Irishman and a Frenchman had a serious disagreement. Hot words passed between them. Each thought his honor assailed. They fought.

But before beginning the scrap, Pat said to Gaspard:

"Now look ye here, Frinchy. Wan of us is goin' to get licked, shurre. And whin a man knows the other felly is the besht man, 'tis toime to shtop. So, if ye think ye're gettin' the worsht af it, holler, 'Enough!' And Oi'll do that same if I think ye're bateing me."

And so it was agreed.

They punched away at each other like mad for a few minutes. Pat had the longer reach and soon began to paint the tricolor on the Gaul.

Gaspard knew that he was no match for the Irishman, and wanted the mill called off. But, try as he would, he couldn't remember that crazy English word he was to yell when he wanted to quit. His English vocabulary was short on both ends anyhow.

Finally he thought he had it.

"Hur-r-rah!" he shouted, wildly.

Up to this time, Pat had been thinking that he had the best of it. But when he heard his antagonist cheer, he thought, "Howly Mither, but this frog-eater is a glutton fer punishment. Oi'll have to be handin' him some bigger wallops."

When Pat speeded up, Gaspard was scared.

"Hurrah!" he yelled, louder than before. And that only made Pat fight all the harder.

Then the French gentleman began to think:

"Diable! Zis Monsieur le Irissman, he fight like ze cyclone! And he iss worser w'en I give ze word to make stop. He weel keel me if I do not leek heem."

With that, Gaspard fought desperately, and soon had the Hibernian going fast. Pat saw what was coming, so he yelled "Enough!"

"Eenofe! Eenofe! Zat is ze vort," exclaimed Gaspard, delighted. "Merci. I haf been trying to sink of zis wort for feeftteen meenutes!"

And there are several morals to this story. One is that even when a man thinks that he is doing his best, he can always do a little better. Another is that a seeming disadvantage can always be turned into a



real advantage. Still another is that it is the man who hangs on just a moment longer than the other fellow that wins in competition.

THINK OVER that first moral just a little. You know that it is true. You have seen it exemplified hundreds of times. I recall one instance now that has stuck in my mind ever since I was a boy.

In the days when lumbering was more of an industry in the north country than it is now, they used to run logs down the river in rafts. This was sometimes an exciting pastime, especially where the river narrowed down and the current was swift. When these fun-makers were complicated by a crooked course, there were lively doings on the raft.

Old Bill Clinton was one of the best known raftsmen on the river in those days, and steered many millions of feet of big pine logs from the woods down to the mills. One spring he was coming down with an extra big raft, handling the forward sweep, while Mart Weatherwax presided aft.

The water was high and the current swift. There was a good deal of narrow and crooked navigation, nearly all the way down.

Now it takes grit, determination, and no small skill to keep a big raft of logs from piling up in the mud on a sharp turn where the water runs swift, and Bill and Mart knew that they were not a house-boat party at afternoon tea.

There was one bad place on the river that was the despair of all the rivermen. Bill and Mart approached it with lively anticipation. When they

reached it, Bill was working his sweep like a marine engine, and managed to keep the head of the raft just about right. But Mart, though he worked hard, saw that his end was getting away from him. As soon as Bill had a moment to breathe, he looked up and saw that the after part of the structure would be aground in a minute or two unless Mart put a little more steam into his stroke.

"Pull harder, Mart, you ——— ———! Pull! Pull! Pull, you son of a sea-cook, pull!"

Thus gently admonished, Mart dug his sweep in heroically.

Still the raft swung toward the bank.

And still Clinton yelled:

"Pull, you pike-nosed, old river hog! Pull, you polka-dotted Indian! Pull, dad-burn ye, pull!"

Mart worked like a dog digging out a woodchuck, but the danger grew greater every second.

Bill was shrieking by this time.

"Pull, Mart! Pull as hard as you can!"

Weatherwax was getting mad.

"I *am* pullin' as hard as I *can*, you leather-lunged lummo!"

"Pull harder than you can, then. You've got to!"

And Mart, mad as a hornet, did pull a little bit harder than he could, and the raft was saved.

This is no exaggeration, no figure of speech. Men everywhere have found that they could do more than they thought they could. But always with an added incentive. There's the secret of it.

The Frenchman sailed in and licked the Irishman when the added incentive of desperation gave him

strength to do more than he could possibly have done without it.

Mart Weatherwax told the truth when he said that he was pulling as hard as he could. He couldn't have pulled another ounce without the added incentive of Old Bill Clinton's brutal taunts and agonized shrieks.

The scientific fact of the matter is that people do not use more than a fraction of their real physical and mental powers. Some psychologists say that the average man uses only about one half of his physical power, and only about one-tenth of his mental power.

I have known many athletes of great size and huge muscles to be beaten by men greatly their inferiors in physique. Why? Because the big fellows didn't use their strength. They would come out of a contest beaten, but as fresh and vigorous as when they went in. Their conquerors would finish nearly exhausted but triumphant.

In the terrible hardships of the Yukon marches, experience has shown that the Anglo-Saxon, although frail and comparatively unaccustomed to hardship, struggles on and reaches camp, while the burly semi-savages give up, lie down, and freeze to death.

Why don't the big athletes and the tough Indian guides use all their strength?

Because they lack the incentive.

In the mental realm, some of the most wonderful achievements have been made by men of mediocre mental acuteness and power, while some of the most brilliant men that ever lived have died without achieving anything worth handing down to posterity.

Professor Walter Dill Scott, in an article in the *System* magazine, cites the case of Charles Darwin. The great scientist was a man of weak body and easily tired brain. But he was driven by a powerful will, intensified by a burning desire to know, and he used all his power.

Now, LET'S be frank with ourselves.

Why not pull just a little harder than we can? Why not get an added incentive, go at it systematically to increase our A R E A, and use a bigger percentage of our physical and mental powers?

Don't be afraid to plunge in. It is a scientific fact that it isn't work that kills people, but worry and bad habits of living. Other things being equal, the man that does the most work keeps in better health and lives longer than his less active fellows. For one thing, he has a greater desire to live, his circumstances being so much better.

The next thing is to get the incentive to effort.

I have already discussed this several times in these talks. But it is worth stating again.

An incentive is a feeling that increases the desire for accomplishment.

The Frenchman desired to whip his antagonist from the very beginning of the fight, but his desire became so strong that it put new power into his fighting when the feeling of desperation backed it up.

Mart Weatherwax desired to save the raft from going aground at the very first, but his desire was fanned into a white-hot flame by the feeling of anger at Bill's tongue-lashing.

The winning athlete has a greater desire for victory than his stronger but less desperate opponent.

So it is our business to get a strong feeling that will intensify our desire to accomplish.

And the way to get that feeling is, first, by thinking right thoughts, meditating on the feeling you want to possess, painting mental pictures of yourself with that feeling developed, holding in mind the kind of thoughts you know tend to awaken the feeling you want to possess.

Another way to get the right thoughts in mind and awaken the right feeling is by the study of the biographies of those who have succeeded by reason of the very incentive you are seeking.

Study your environment. Find what places, what books, what associations, what subjects of conversation tend to give the right feelings.

Compare yourself with other successful men and women. Imitation is a great incentive.

When you do get the feeling aroused, act. Do this every time. It is of the utmost importance.

Keep it up. Expect to win. Cultivate your faith and hope. Be in dead earnest about it. Here lies the difference between mediocrity and excellence.

A SEEMING disadvantage can be turned into a real advantage.

Let me give you something specific and timely on this.

This is midsummer. Many people are on their vacations. It is the "dull season" for many lines of business. And, with many, it is a time for letting down that eternal vigilance, for relaxing efforts, for laying off help

and cutting down advertising expenses.

Many salesmen, and particularly specialty salesmen, say to themselves at this time of the year, "Oh, well, it's hardly worth while going out after business just now, so many people are away on their vacations or cutting down expenses. I might just as well lay off until fall."

Let me tell you two stories.

I once knew a specialty salesman who communed thus with himself:

"Lo, now is the time of summer vacations, and business is poor. I will shut up the office, lay off the stenographer and clerk, go abroad in the land in an automobile with my wife, and have a good time generally. Then, when fall comes I will be fresh and full of sap for Big Doings. Thus shall I more than make up for the summer's idleness."

And so he quit work for the summer.

He had a pretty good time, although idleness began to pall on him long before the first of September. He got back to his office feeling no worse, physically, than when he left it. But all his mental powers had been relaxed so long that it took him some days to key them up to concert pitch.

Then he found that the business had lost its momentum. Prospects that had been coming along well had to be sold all over again, and some of them had backslidden so far that they couldn't be brought into the fold at all.

The public had lost the habit of going to his office, and, not seeing his advertising, had begun to overlook him. Confidence, which he had been years in building up, had waned

on account of his long absence. People were beginning to forget that he was on earth.

Certain customers already on the list had needed attention during the summer, and some of them were peevish because he had not been there to look after them.

All in all, it took him several months to get back the business speed he had when he closed his office. Not only that, his office rent and personal expenses had been running on just the same, and it took him some little time to make up that loss.

It is needless to say that this man's office has been running full tilt every summer since that time.

Now here is the other story. It is also about a specialty salesman.

After a year's successful business, this man came to the first of July with a feeling that he would enjoy a rest. But he was in business to win, he needed the money, so he stopped and considered a little. And this is the way he reasoned:

"Now I can get all the rest I really need by spending a week on the old farm with the folks. After that, what shall I do? It isn't usual for a man in my line to go out on the road during the summer. And, now that I think of it, that is just the reason why I shall go. Of course it will be a disadvantage to find so many people away on their vacations, but I believe that I can turn that into a real advantage because those who are left will be much easier to see—no competitors being in the field at this time of the year—and will have a lot more time to give to me. I believe that, notwithstanding the vacations, I can find plenty of people to talk with, and, there being so little competition,

I shall do more business than in the regular season."

And, when he tried it, he found that it was even so. For several years, until he was promoted, he found the summer season his best and most profitable.

When others let down, then is the time to redouble your efforts.

When others are resting, work.

When the difficulties are great for you, remember, they are just as great for your competitor. If you feel like lying down, so does he—and perhaps he does. If you have many competitors, some of them are sure to retire in the face of the difficulty. Then is your time.

Ellis Brayton was a farmer near my boyhood home. And he was prosperous. One year, a late spring, bad storms, insects, and drought nearly ruined the corn crop in our neighborhood. The result was that corn was high that fall and winter. The farmers got more for what little they did harvest than they would have for an ordinary crop.

Next spring, everybody in the county was putting in big acreages of corn—that is, everybody but Ellis Brayton. He was ignoring the high price of corn and making a specialty of oats.

It proved to be a good season for corn, and the big fields yielded amazingly. Corn was a drug on the market. But oats were higher than they had been for years, and Brayton made a handsome profit.

The next year all the farmers, having been stung on corn the year before, were planting oats. But wise Ellis Brayton, seemingly flying in the face of the ruinous prices of corn,

covered his broad acres with the rustling maize. And he won again.

These are only some of the ways in which a seeming disadvantage can be turned into a real advantage. A little of the same forethought, courage, originality, and initiative can be applied in every case. And there are very few cases in which the turn can not be made.

---

PERSISTENCE is one of the greatest lessons in success that the young man or young woman has to learn.

Some decades ago, a member of the British Parliament rose and offered a bill reforming the abuses in the insuring of ships. He said that owners were being permitted to insure their vessels for much more than their worth and then neglecting them until they became unseaworthy and were wrecked. This, he held, caused needless loss to the insurance companies and, what was worse, a waste of the lives of British seamen. But his colleagues thought that the insurance companies and the seamen ought to be able to take care of themselves. Ship owners had great influence. Many of the members of Parliament were ship owners. So they did nothing about the bill.

At the next session of Parliament, the same member arose in the House of Commons, presented the same bill, and made the same arguments. His measure was again ignored. He seemed to be fighting a lone battle against overwhelming odds.

For years, that same member stood up among his jeering fellows on every possible occasion and called for a reform of the same abuses. And for years, nothing came of it.

But, finally, his persistence had its effect. Other members of Parliament took up the cry. The newspapers began to pay some attention to it. The public became aroused. The fight was on.

At first, the interests attacked were so strong that the fight seemed hopeless. But our quiet, persistent member kept right on the path he had marked out for himself.

You know the outcome, of course. He won. And British sailors have been safer in their hammocks ever since.

Garfield, when in college, was studying to win a prize. He noted that his nearest rival put his light out every night at midnight. Garfield kept his study lamp burning every night until one o'clock—and won.

There are many other stories like this in history. They are happening today.

Then there are the thousands we may never have heard of, toiling away at the seemingly humdrum duties of everyday work, but keeping everlastingly at the task of developing their ability, reliability, endurance, and action to higher and higher degree. They are the people who "grow not weary in well-doing."

You know and I know that there are thousands who begin some course of study or training with great enthusiasm and high hopes. But after a time they discover that there is no royal road to fortune, fame, glory or learning; that the law of compensation has not been repealed; that if they ever get anything worth having, they will have to work for it, work hard, and keep on working. "Too much trouble!" they sigh, and drop out of the race.

Such are the ninety-five per cent who fail of success in anything like the true sense of the word. They are leaners, not lifters. They are the folks who whine about their "luck."

And what fun they get out of it who stick!

First of all, there is the feeling of power, the consciousness of the winning force within. That is something unknown to the man who weakly gives up in the face of difficulty. Although he is clever in framing up excuses, the quitter, deep down in his heart, despises himself. And that makes it all the easier for him to quit next time he runs up against a snag.

But the man who has met a difficulty and, by sheer persistence overcome it, feels the high elation of certainty that there is no obstacle in the course he has mapped out for himself so great that he cannot find some way around it, over it, under it, or right straight through it, if he only keeps at it long enough.

When a man feels that way, obstacles seem to melt away before he has touched them.

Then, there is the feeling that success always brings—the desire to do even greater things—to render

greater service. This desire, together with the feeling of power I have spoken of, constitute the joy of living. The man who does not possess them only exists. He is not growing, but decaying.

Yes, those are the only two classes, my dear—those who grow a little every day, and those who decay.

Where are you? Be honest with yourself, now.

And then remember this: No matter how long you have been on the decadent list, you have it in you to begin to grow. And no matter how much you have grown, there is room for you to grow some more.

HAVE YOU GOT the three lessons of this talk?

Here they are:

No matter how well you may be doing, you can do a little better.

Every seeming disadvantage can be turned into a real advantage.

Keep on just as long as you can—then keep on a little longer—persistence wins.

Good stuff, isn't it?

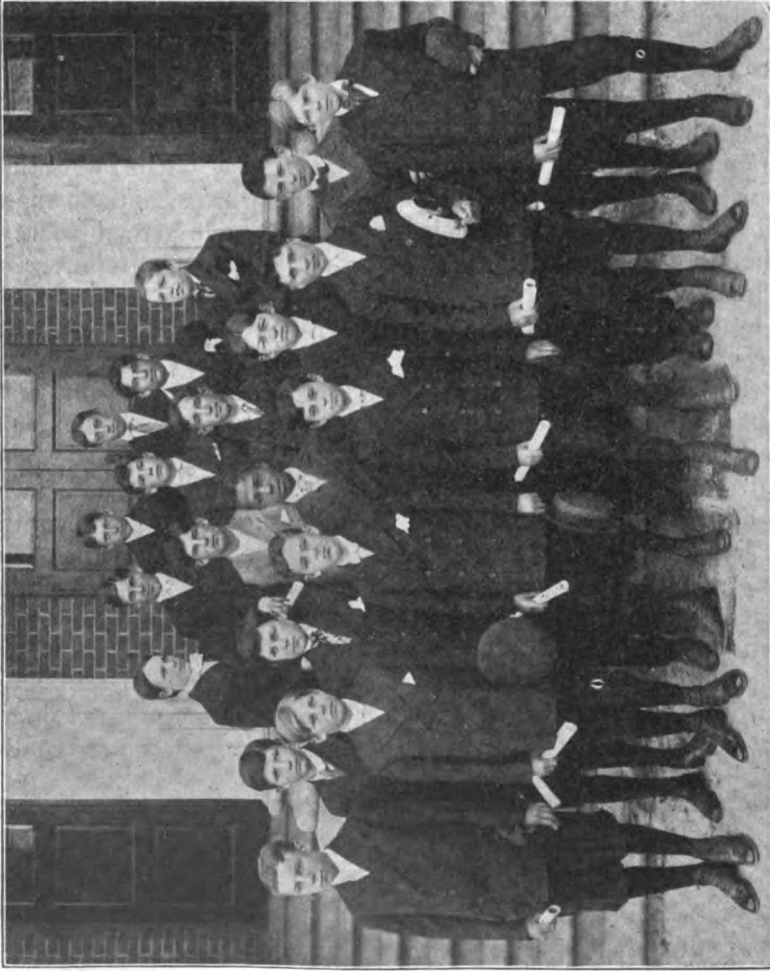
You see the truth, don't you?

What are you going to do about it?

What are you going to do *now*?

Now is the high-tide of the year,  
And whatever of life hath ebbd away  
Comes flooding back with a ripply cheer  
Into every bare inlet and creek and bay.

LOWELL



A GRADUATING CLASS OF GLENWOOD BOYS

# Making the Man of Tomorrow Out of the Glenwood Boy : *by* Arthur W. Newcomb

A FEW years ago, in Chicago, a man was led out to the gallows to be hanged. As he took his place on the trap, the officials and reporters saw a young fellow in the early twenties—a boy with some promise in the shape of his head, but brutality in his face.

Before the black cap was slipped on, he was asked whether he had anything to say. And this is what he said:

"I never had a chance!

"My father was a murderer. The less I say about my mother the better.

"I was starved, beaten, kicked, and neglected from the day I was born.

"I was taught to lie as soon as I could talk, to steal as soon as I could walk, and knew the bottom of vice and crime before I ever heard of virtue or honor.

"I was a drunkard from the time I could toddle. You are hanging me for killing my best friend when I was so drunk that I remember nothing about it.

"I die game. I have no kick coming—except that I never had a chance in this life."

And a few seconds later, Society had snuffed out the life of the boy, its double victim—victim of Society's neglect—victim of Society's inadequacy to deal with the result of that neglect.

## One Who Had a Chance

Now another story:

A few weeks ago, in that same city of Chicago, a boy received his diploma from a high standard technical school. He had not only earned his way through, but had contributed to the support of some of his relatives while doing it. He now has a good position with a progressive firm, and is making good. He is adding to the wealth of society.

A few years ago that boy was a dependent—had no wholesome home life; no one to feed, clothe, and shelter him; no one to train and educate him.

And it is the starved, ill-clothed, poorly-sheltered, and neglected boy that grows up

to be a criminal. That is the way he was headed.

But right here is where the subject of my story comes in—the Illinois Manual Training School Farm, at Glenwood.

This boy went to Glenwood. And, instead of becoming a criminal, he had his chance.

Glenwood stepped in when the boy became dependent and before he became a "delinquent" or criminal.

Instead of becoming a social and economic menace, the boy became an asset.

Instead of becoming a burden—poverty and crime in this country cost us not less than a billion dollars a year—the boy became one of the bearers of the burden.

Glenwood did it.

## What Glenwood Is and Was

I stood in the big, bright, beautiful dining room at Glenwood, at noon. Everything was spotlessly clean, but homelike. White table linen, china dishes, silver table ware, artistic china on the plate rail and historic pictures on the walls, made the place look more like the café of a family hotel of the better class, than the mess-hall of an "institution."

At the door, four abreast, stood the boys, waiting for the signal to enter. Erect, sturdy, rosy-cheeked, bright-faced, clear-eyed, well-dressed, quiet, and orderly, they marched, by companies, to their tables, keeping perfect step to the music of the piano. Then they stood, motionless at their places. A bell tinkled and they sat down. A chord from the piano, and three hundred and fifty boys' voices rang out "grace." The matrons served the plentiful, wholesome meal, boys assigned to that duty waiting on the tables.

Seventy-five per cent of these three hundred fifty boys would be homeless or in bad home surroundings were it not for Glenwood or some other philanthropy.

That, in a word, is what Glenwood is—a home and school for dependent boys, on a three-hundred-acre farm, twenty-four miles south of Chicago. And by dependent,



I mean dependent not only for food, raiment and shelter, but for good training, good influences, and love.

The history of Glenwood runs back into obscurity. A good man, named Dudley, who often had the heartache, began, about twenty-five years ago, to take dependent boys from Chicago to his own home in Norwood Park, a suburb. There he cared for and taught them, keeping them as long as their own home conditions made it necessary. About the same time, another far-sighted man, in a near-by suburb, began to do the same kind of conservation work in his home. The work of both grew a little. Other good people began to take an interest in it.

On May fifteenth, 1887, a number of these people met to organize and elect officers, preparatory to establishing a home for dependent, homeless boys. And the total endowment and plant of the home on that May day was a great desire to save the boy.

That desire worked out as every really great desire always does. On June twenty-ninth, a temporary home was found in an old hotel building at Norwood Park, and given a regenerating baptism of soap and water. A kitchen range, some dry goods, and a few mattresses were sent out from Chicago. H. H. Kohlsaas, the baker, now proprietor of the Chicago Record-Herald, donated a basket of bread and cakes.

And the next day, ten boys were sent out from the county court in Chicago—not bad boys, but homeless boys.

Two years later, a number of women saw a place where they could take hold and do something worth while. They organized the Auxiliary Board, with Mrs. Milton Jay as president. Today, more than twenty years later, Glenwood boys are wearing clothing and sleeping in beds

supplied by these women. And Mrs. Jay is still president—and more interested in her boys than she was at the beginning.

Many other things these women have done to make the home-school the success it is. I'll tell you about some more of them at the proper place.

#### A Farmer With a Seer's Vision

Milton George was a farmer who lived twenty-four miles south of Chicago. He and his wife had toiled for years acquiring a three-hundred-acre farm of some of the finest land in the state. Both were getting along in years. And they were childless.

What would become of the great farm after they were gone? What had their lives been worth, anyway, spent in getting a bit of land that they could not take away with them when they left the world? Serious questions. A great many people wonder about the same things.

And then Milton George and his wife saw the Illinois Manual Training School in the old hotel building at Norwood Park. They

thought the thing over and they talked it over. They saw deep and far. Looking into the future they saw thousands of boys taken out of debauching surroundings and growing up to clean, useful manhood on their farm. They saw these boys out among their fellows—men of uprightness and industry—part of the forces of progress.

And so the farm of Milton George and his wife—their all—became the property of the Illinois Manual Training School Farm within a year after its organization. Mr. George lived to see twenty brick buildings erected and nearly six thousand boys cared for at the school for shorter or longer periods. Mrs. George is still living, and is a member of the Auxiliary Board.



THE MAN OF TOMORROW

Come now, who got more satisfaction out of their property, the Milton Georges, who gave it away, or the folks who kept it to "enjoy"?

The farm now has eleven cottages, accommodating about thirty-two boys each, equipped with hot and cold water, steam heat, electric lights, and bath rooms; the main or administration building and dining room and kitchen; the grammar school, with accommodations for five hundred boys; the manual training building, Clancy Hall, the chapel; a bakery, a swimming pool, the power plant, the greenhouse, and the farm buildings. These and their equipment with the farm, represent a value of about half a million dollars. And there is an endowment that pays interest of about six thousand dollars a year.

#### Some Master Servants

All this is under the control of a corporation, composed of those who have contributed one hundred dollars or more to the school, and is managed by a board of directors elected by the votes of these members of the corporation.

Mr. Edward B. Butler, of the firm of Butler Brothers, is the president of the board—has been for fifteen years. He misses his noon-day meal every Sunday of the year, no matter what the weather, that he may visit Glenwood and give his business acumen and experience to the solution of the problems of the school and home. He does a great deal more, too, but I am told that he is very modest about it, so I spare him.

The other members of the board are nearly all prominent business men of Chicago and other Illinois cities.

Glenwood is by no means a one-man institution, and this is a story of ideas, not of personalities, but I can not tell it properly without a tribute to Leo A. Philips, superintendent, and V. P. Randall, his right hand man.

I have sat at meat with this man, Philips, walked about the farm with him, have sat up at night in his office, have seen him with his boys—and have seen his boys with him. I am going to see him again, and so I don't dare to tell you all I think of him. But read what I shall have to say of the work of the school, and then remember that I said here that it reflects, in large measure, the bigness and tenderness of heart, the keenness of intellect, and the power of will of its superintendent.

Not that I want you to believe that this man has done all that has been done at the institution—for he has been there only a year—but if ever a man fitted into the atmosphere of a place, Mr. Philips fits into that at Glenwood.

Without departing from the fine traditions of the school, Mr. Philips has breathed their spirit into the many improvements that he has made and is making. His work has been, not to overhaul and make over the institution, but to develop it toward perfection in the character given to it by its founders.

Next to Mr. Philips stands Mr. Randall, who answers to the official title of military instructor. But the label names but a very small



LEO A. PHILIPS, SUPERINTENDENT

part of the duties of the man. He works hand in hand with the superintendent—and they are a well-matched team. Not alike, you understand, but adapted each to the other. I won't try to tell you all that Mr. Randall does, but some of the important things, aside from his military duties, are editing the monthly school paper, "The Glenwood Boy," delivering lectures on the work of the school before churches, clubs, and societies, and assisting in the social work with the boys themselves.

And just a word about that "Glenwood Boy." If you are interested in work for boys—and who isn't?—send to Mr. Randall, at Glenwood, Illinois, for a sample

copy. You'll find something well worth the reading.

Mr. Randall has had some years' experience in social service in New York and other large cities, and traveling about the country. His heart is in the work—yes, more than that, the work has gripped him and gripped him hard. This picture shows the strength of the man, but it does not show the sympathy, gentleness, geniality, happiness, and keen sense of humor that make him a prince of good fellows, a delightful companion, and a popular hero among the boys.

#### Boy Finder and Home Finder

Then there is Captain West, who has been probation officer of the school for several years—almost from the very first. He looks up dependent and neglected boys, makes arrangements for their stay at Glenwood, sometimes with a parent or other relative, sometimes with the Juvenile Court. He also finds homes in good families for the boys, when that seems the best thing for them. There are eleven hundred Glenwood boys now living with foster parents in all parts of the country. Captain West visits them all every year, as they are under the care of the school until they are eighteen years old.

#### Developing Self-Respect, Individuality, and Initiative

The basis of all work with the boys in the school is the development of manhood.

Now I'm going to be frank about it, and admit that when I walked up from the station to the farm, I was expecting to find several hundred pale-faced, furtive, rat-eyed, shuffling, hang-dog, "institutionalized" little boys. You see, I have visited some orphanages and "reform" schools—and I didn't know much about Glenwood.

When I saw the boys, I was jolted pretty hard. They looked like boys in attendance at the public schools in some section of a large city where good homes predominate.

Get that! Think what it means. Remember that most of these boys come from homes ruined by poverty,

crime, ignorance, drunkenness, and other social evils.

Call to mind the condition of boys in the average "institution."

Then stop to think that these boys average close to the top in appearance and behavior.

Let me tell you how that was accomplished.

The boys live in cottages that are not chill, cheerless, sleeping barracks, but bright, comfortable homes.

Each boy has his own good bed, with white sheets, big motherly pillow, and dainty white spread. He has his own locker and treasure chest, his own towels, wash-rag, comb, brush, and tooth-brush. Each boy has his own distinctive clothing—there is no uniform garb except the dress uniform of khaki, which is worn only on Sunday afternoons and gala occasions. And all clothing is in the mode, well fitting, and of good quality.

In each of the cottages, there is a large basement play room and a cosy, cheerful, home-like living room, well stocked with books, pictures, and toys. The finish of these rooms is artistic, the draperies, books, and pictures of the best. The dining room and food I have described as high grade.



V. P. RANDALL, MILITARY INSTRUCTOR

In fact, everything is good. Glenwood has none of the "cheap and nasty" effect of

"Charity skimped and iced,  
In the name of a cautious, statistical Christ."

Everything is spotlessly clean—kept so by the boys themselves. The boys take pride in their quality environment and take good care of everything.

All this gives the boy not only individuality, but self-respect.

And figures show that it costs one-third less than the "economy" practiced in most institutions.

Each cottage is presided over by a matron or cottage mother. I met several of these women. They were of different types of womanhood, but strong in every one of them was the maternal instinct.

I saw them with their boys. And then I saw that the element of mother-love, the lack of which will starve the very best part of a boy's nature to death, was also a part of the answer to the big question that took possession of my mind when I saw how different the Glenwood boy was from those I had seen in other institutions.

#### School Life

Nearly all the boys spend half a day in the graded school, the work of which corresponds to that in other graded schools in Illinois. The other half of the school day is spent in manual training. The very littlest boys, who are too young to begin manual training, put in a full day at the school house. The big boys, who have graduated from the eighth grade, put in a full day at manual training.

The manual training work includes forging, machine shop practice, wood working, printing, shoemaking and shoe repairing, laundering, baking, gardening, and farming.

The aim in all of these is not only to educate hand, eye, and brain together, but to do work that has an intrinsic value, such as making and repairing all the tools and machinery used in the institution, doing all



LIVING ROOM IN ONE OF THE COTTAGES

plumbing and steam-fitting, making and repairing shoes, furniture, bird-houses, architectural wood work, and cabinet work; printing the school paper, booklets, circulars, and stationery; doing the washing and laundry for all the cottages and buildings and their four hundred inhabitants; baking all the bread and pastry for the school dining room, growing flowers for the grounds and cottages, garden truck for the tables, and fodder for the live stock on the farm.

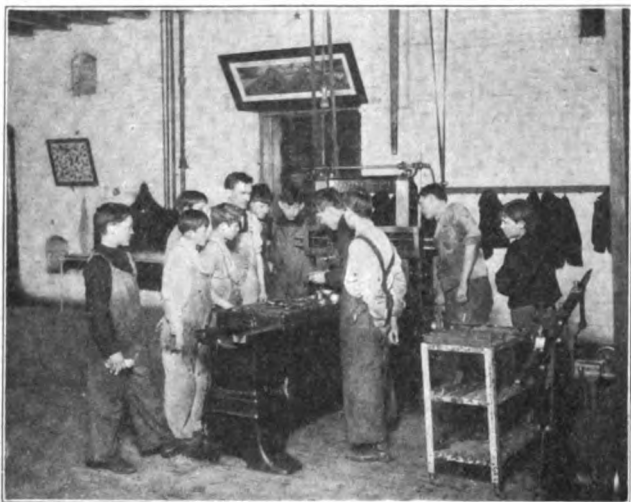
When boys remain in the school long enough, they are taught trades. I met one boy who has been there eight years, and is now just about to go out to take a good job as machinist. I saw others who are learning to be printers, launderers, cabinet-makers, bakers, and farmers.

#### Making Work a Pleasure

Boys are also assigned to domestic work, such as making beds, keeping the cottages clean, sweeping and scrubbing in the school house and other buildings, helping in the kitchen, waiting on tables in the dining room, and mending the boys' clothing. And they do all this work willingly, gladly, and well. I watched them at all of it, and I saw nothing but smiling faces, and heard nothing but happy talk, laughing, singing, and whistling.

That was odd to me.

Unless the years have dulled the keen edge of my memory, the boys of my town



LEARNING TO BE MACHINISTS

and time didn't like to do housework—or much of any kind of work for that matter. We usually growled a good deal about it, and rushed through it, slap-dash—anything to get away and go fishing, hunting, or swimming, or to the base ball diamond.

And so I wondered about these Glenwood boys. And then I found that they were all working with an end in view—something definite and desirable.

"No boy—or man either—will work well just for the sake of working," said Mr. Philips. "They demand an object—something to be achieved, some goal to be attained. So we never ask a boy to do anything without pointing out to him some reason for doing it that will appeal to him."

Mr. Randall voiced the same idea when he said, "We do very little abstract teaching here. The boy mind grasps what is concrete and tangible. We don't teach them to be good just for the sake of being good, but to be good for something—to do right because it pays, always and everywhere. And we do all in our power to let the boy see that it does pay to do right."

He said further, "There are two things every healthy boy demands: action and results. Supply the opportunity for action and show him results, and the rest is easy."

#### Military Training

While the school is not a military school in the strict sense, yet the boys are given a

military training, and are handled in military organization.

Each cottage houses a company, with its captain, lieutenant, sergeant, and corporals. Some of the captains are also majors, serving in that capacity when the school is drawn up in regiment formation. One of the captains is colonel of the regiment on such occasions. Just now, the colonel is the oldest boy in school, both in years and attendance. But all promotions are by merit, plus seniority, as I will explain a little further on.

All drill is conducted by the captains and other officers. The military instructor pays no attention to the company, battalion, and regimental drill, except to look on. The boy officers themselves give all the orders and work out the perfection of their companies.

There is a semi-weekly meeting of the officers with the military instructor. There he gives them the theoretical work, leaving them to work it out with their commands.

All the work of the school is also done in the same way. I saw a squad at work in one of the cottages making beds. They were in charge of one of their own number, a boy who was placed in command because he had shown that he was an adept at making beds.

In another place I saw the farm boys at work in the dairy. They were in charge of one of the boys.

In the dining room, in the manual training shops, in all the cottage work, everywhere, the boys were not watched and guided by instructors, attendants, or guards. They were organized into squads, each in charge of some boy who had proved his ability and power to think and decide for himself—to bear responsibility.

The boy who makes good as a private is soon promoted to a corporalship. When he has shown his ability there, he is made a sergeant. And so he goes up the ladder.

One of the companies is organized as a band, which plays for the dress parades on Sunday afternoons and at other times. The

band is also sometimes hired to play in parades and at celebrations in near-by towns. On Decoration Day, the boys played in the parade at Harvey, Illinois.

Thus is developed self-reliance, confidence, and initiative.

#### Religious Training

The school is non-sectarian. Every Sunday morning, the boys meet in Clancy Hall, their chapel, where the Sunday school lesson for the day is briefly reviewed by the superintendent. Another short service is held in the afternoon. Often there is an address by some visiting speaker—either clergyman or layman.

But the most powerful religious influence is in the daily lives and work of the officers and instructors of the school. I have already told you about the superintendent, the military instructor, and the matrons. I also met several of the other teachers and instructors. And my thought was, "either the work with these boys makes character, or else the board has been very happy in making its selections." No doubt both are true.

#### Recreation

Each boy has about four hours a day for play, not counting the military drill, which the boys regard as play. They ought to have a gymnasium and an out-door play ground, and an endowment to keep them up. Here is my guess that they will have them before very long. For, as I intend to show you, the business world is fast waking up to the fact that the fundamental and most important conservation of our national resources is the saving of the boy and the making of the man of tomorrow. There are many other things that the school needs—and it is going to get them, too.

When the weather is bad, the boys play in the basements of the cottages. When it is cold, there are plenty of skates and sleds. But as soon as old Winter reluctantly gives way to Spring, they are out with their kites, their marbles, tops, swimming togs, and base ball outfits. Each cottage has a base ball team, and the contests are great fun.

Some of the boys are good walkers and runners, and now and then they organize a cross country "hike."

Almost every week, there is some kind of entertainment, either out doors or in

Clancy Hall. The Auxiliary Board—those blessed women—see that this is well supplied.

So there is plenty of play, that greatest of all developers of child life.

#### Discipline and Records

The biggest question most parents and teachers have to solve is discipline. You would naturally think that the problem would be at its highest difficulty where there are so many boys together, and where most of them come from street "gangs" in the worst sections of Chicago and other large cities.

And yet, discipline is so easy at Glenwood that it is almost automatic.

Does that astonish you? It did me.

But it's easy when you know how. Mr. Philips and his assistants know how.

In the first place, every boy starts in at Glenwood with a perfectly clean record, no matter what his past has been. He has nothing to live down. His chance is as good as any other boy's.

In the second place, he is placed largely upon honor—made to think and decide for himself. There is no code of "rules and regulations."

In the third place, there is no corporal punishment, no imprisonment, or any cruel or unusual punishment. The boy is taught



THE PROBLEM

that he is a member of the community, and that he must respect himself and the rights and property of the community. If he wishes to share the privileges and pleasures of community life, he must fit into it harmoniously. If he doesn't do this, he ostracises himself—loses his privileges and is denied his pleasures until he gets back into harmony.

There you have an application of the universal principle of harmony. There is a true sense in which every "sin" is disharmony and its real punishment the resulting jangle with the forces of the universe. These boys are being well trained in the fundamentals of moral philosophy.

Finally, there is the certain reward for well-doing. A record is kept of each boy's school work, manual training work, cottage life, military progress, and general deportment. These marks are given by five or six different adult persons, without consultation, each on a scale of twenty. A perfect mark in each of the five items would give the boy a total record of one hundred.

Every boy that stands eighty-five or more has his name printed on the honor roll in "The Glenwood Boy," and receives a neat "honor pin." This is better than a prize or prizes, because, if a boy does not wear an honor pin, it is his own fault, and not because some other boy was brighter than he.

Every time there is something in the nature of a lark or an outing, it is the honor boys that have the fun.

For instance, when Ringling Brothers' circus was in Chicago, the management sent out fifty tickets as a compliment to the Glenwood boys. And only honor boys went to the circus. Not only that, but they had the privilege of spending half a day in Chicago visiting places of interest. The fine thing about it all was that they did their visiting and attended the circus in charge of their own boy officers and returned to Glenwood without disorder or mishap.

On the Fourth of July, when Uncle Sam's soldiers gave their big exhibition in Grant Park, in Chicago, the honor boys from Glenwood were there. And that meant about two hundred and fifty boys out of a possible three hundred. The

relative number of honor boys is steadily increasing, as you might suppose.

High marks mean promotion in military rank. They mean choice of work. And they mean special privileges.

Think what it means to a boy to be the captain of his company and to wear a sword at drill and on parade. Think what it means to be given office and clerical work, to be office boy at the city offices of the school, to be mail orderly, to accompany Mr. Randall on his lecture tours. High marks get all these things.

#### "Noblesse Oblige"

And yet, the boys are actuated by other motives than a selfish desire to get these privileges for themselves. Take the case of Sam, an Italian boy I met. He was in line for promotion to the office of captain. In a few weeks, he would lay aside the wooden gun and buckle on the sword. He had been in the school for several years, slowly and patiently working toward this coveted goal. Now it was almost in his grasp. Then he happened to think that the boy next in line for the captaincy had also been in the school a long time and would leave within a year. If Sam became captain, that boy would have to leave Glenwood without ever having worn the longed-for sword. And Sam knew by his own feelings just how eagerly the other fellow desired the honor. So Sam went to the superintendent and asked that the other boy be made captain instead of him.

"You see," he said, "I'll probably be here after he has gone, and then perhaps I can be captain."

Another very strong factor in maintaining harmony and good order is the grading of the cottages. Each cottage, as a group of boys, has its standing, based upon the marks of the individual boys, and upon their performance as a company. The cottages with good standings have various rewards and privileges. As a result the boys demand peace, good order, and high grade work of one another. The boy who would bring disgrace on his cottage finds himself brought up standing by his fellows.

Such is life at Glenwood. I hated to leave the place, the atmosphere was so clean, so cheerful, so full of optimism and hope.

#### What Has Been Accomplished

And what are the results? Who can measure them? Six thousand boys have been in the school in its twenty-three years of existence. No adequate records have been kept of their doings after leaving Glenwood, but few are known to have fallen down. Many have gone on with their education in high schools, colleges, technical school, colleges of agriculture, and other institutions. A large number have become successful tradesmen, some are in business and professional life. Every little while Superintendent Philips gets a letter from some former Glenwood boy who is making good somewhere and writes to tell how great has been the influence of the school on his life.

The boys love Glenwood—an unusual thing in institutions like this. Many of them weep when they leave. And they do not lose their affection for the school in after years.

About sixteen years ago a little boy was brought to Glenwood to be cared for. After some training, he was placed in the home of a farmer in North Dakota. Part of the agreement was that, when he left this farm, he was to receive a team of horses as part pay for his work there. In due time he finished his period of service and received his team—a splendid pair of colts that he had cared for and trained himself. But, in the meantime, he had decided that he would go on with his education in an eastern technical school.

What was he to do with his team? The farmer wouldn't buy them back, as he already had all he needed. The boy wouldn't sell them to anyone else, because he feared that they would be mistreated. So he hitched them to his wagon and drove overland to Glenwood, where he gave the horses to his beloved school as a present. I saw the team when I was there, now getting old, but still big muscular fellows.

#### A Business Proposition

I have written this strictly as a business story for business men.

Glenwood is a business proposition.

Your business and mine depend for their success upon the wealth, health, morals, contentment, culture, producing power, and purchasing power of the community.

Someone has to pay the billion dollars a year that poverty, vice and crime cost. And that someone is you and other honest producers.

It is about time that we were remedying causes rather than effects.

It is better to spend a few thousand dollars a year training boys at Glenwood and similar schools, than to spend millions of dollars a year catching, trying, and punishing criminals.

I believe that the business world is finding this out.

Glenwood was founded, built, endowed, and is supported and managed by business men. The Chicago Commercial Club, composed of the wealthiest and most prominent business men in Chicago gave a hundred thousand dollars to the school a few years ago.

Glenwood needs more money for its work—room for more boys.

The country needs hundreds more of schools like Glenwood.

I believe that Business, looking into the future beyond today's balance sheet, will invest heavily in Glenwood and other schools.

The signs all point that way.

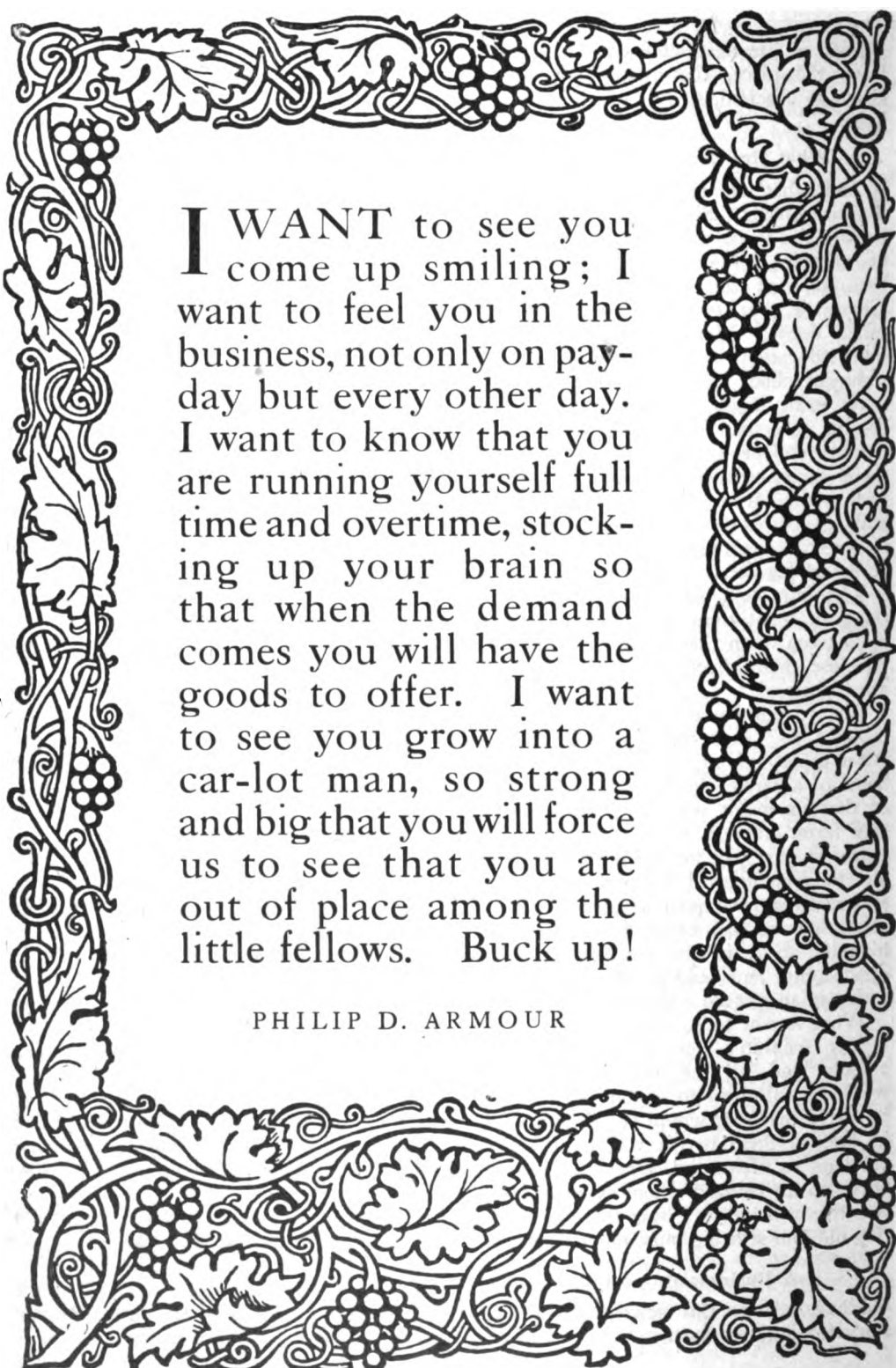
I go even further. I believe that when Glenwood boys and other boys similarly trained, become fathers, they will care for their own sons and daughters, giving them good homes, training them scientifically, with the aid of expert teachers. Then, when these schools have multiplied and done their work, they will no longer be needed, because there will be no dependent boys.

Yes, I know that seems like an angel's dream. But the more I study poverty and what grows out of it, the more I think that it is a preventable disease of the race.

The best place to criticise is before a full length mirror.—*F. L. Oilar.*

"The best way to train a child in the way he should go is to skirmish along in front of him."—*Mark Twain.*





I WANT to see you  
come up smiling; I  
want to feel you in the  
business, not only on pay-  
day but every other day.  
I want to know that you  
are running yourself full  
time and overtime, stock-  
ing up your brain so  
that when the demand  
comes you will have the  
goods to offer. I want  
to see you grow into a  
car-lot man, so strong  
and big that you will force  
us to see that you are  
out of place among the  
little fellows. Buck up!

PHILIP D. ARMOUR

# Jenkin Lloyd-Jones and the "Lengthened Shadow" of Him : *by* Thomas Dreier

*From "The Caxton"*

IT IS only for fear of erring on the side of conservatism that I hesitate to call him the Edward Everett Hale of Chicago. One can scarcely confine this man and his work to Chicago alone.

Yet it is in Chicago that he has concentrated his forces and it is there that he has built a Social Center that stands as a monument to True Neighborliness.

His name is Jenkin Lloyd-Jones. His age is—what difference does it make? His creed and his faith cannot be condensed into a paragraph, but he will not object if we say that the world is his country, all men are his brothers, and to do practical good in the world is his religion.

Away back in 1880 Jenkin Lloyd-Jones went to Chicago and hung out a shingle, just as a young lawyer or doctor would do. He announced that his business was to help men and women get more real enjoyment and more true happiness out of life on this earth.

He did not announce that to spend time in talking about hell and heaven after this life was a waste, because he was too busy attending to the little matter of fitting folks to do good here.

He believed then, just as he believes now, that the best preparation for doing better work is by the doing of good work, and he has a sort of an idea that those who arrive at the stage where they do better work will keep right on until they reach the stage where they will do the best work.

## The Day of Small Things

I say he hung out his shingle. Business was slow. About eight persons came to his first meeting—the majority out of curiosity.

It is said that Heinz got his idea of Fifty Seven Varieties by counting the different kinds of true religions advocated by atmosphere agitators on Boston Common.

In Chicago there are almost as many kinds of philosophies. So when this man, Jones, hung out his shingle only eight persons were interested enough to investigate.

And about three of these came back again bringing others with them. Upon this slender and almost heartbreaking foundation Jenkin Lloyd-Jones began his work.

Today his great homelike office is found in a \$200,000 structure at the corner of Oakwood Boulevard and Langley Avenue.

Five years ago in a little town in the North Country, I heard Mr. Jones give his fine lecture, "The Three Reverences." That was my first introduction to him and to his work. After that I followed his movements by reading his sane little weekly, "Unity," and ended it all by making a little vagabond visit to his home and loafing with him in his study.

My good pard, Sir Arthur, one of God's true noblemen, was with me. And Art has learned in all his wanderings over the world to judge men. He has studied them in their pews in church, in their offices, homes and places of pleasure, and he knows what it means to dodge the brick and stone hurled by a mad Australian mob.

When we went away he jerked his head in a nod toward the building and said, "In there we met a man."

## "Who is My Neighbor?"

Jenkin Lloyd-Jones is a man. He is doing a man's work in a man's way. He started with no capital except that of a trained mind in a strong body. With his mind he manufactured ideas. His ideas concerned themselves with the betterment of other people. He did not care for himself. But he demonstrated that he that loseth his life shall find it. He expressed himself in doing things for others and others, in self-defense, began doing things for him.

But he refused to accept anything for himself, insisting all the time that those who desired to do things for him could best serve him by helping him do things for his neighbors. And to Jones everything is a neighbor.

As he looks back he sees himself presiding at that first meeting in Vincennes

Hall on November 4th, 1882. Before him was a handful of people. Truly this was a small beginning.

But even then Jones realized that the acorn is never large. Four years later he had his first church at the southeast corner of Oakwood Boulevard and Langley Avenue.

But with this modest home he was not satisfied. His dreams were big. He wished for a center that would prove itself a real educational home that would make for greater neighborliness. His dream materialized in Abraham Lincoln Centre in 1905. This six-story building represents an investment of over \$200,000, all of which has been paid.

Mr. Jones calls it a spiritual powerhouse from which radiate many human helps: physical, intellectual, artistic, social, ethical and religious.

Here is a home that is never closed. Its doors swing wide to welcome all kinds of humanity. No one is excluded because of one's race, religion, politics or previous condition of servitude.

Roman Catholics, Baptists, Unitarians, Jews, Congregationalists, Free Thinkers, Atheists, Presbyterians—these and others here mingle as neighbors. Children from the avenue hold the hands of the children from the slums.

The desire is to make of Abraham Lincoln Centre a great Melting Pot where these foreigners and those who are separated by divergent religious beliefs will become True Americans who will preach and practice the one true religion—the Religion of Service.

#### Teaching Through Self-Expression

Here the girls are taught domestic science and the boys manual training. Both learn how to be useful. The girls not only learn that cleanliness is godliness, but also how to keep themselves clean personally and how to make their homes more homelike.

The boys have heaps of fun making things for their rooms, or perhaps work out some improvement that will save their mothers many steps and much labor in her kitchen. The little tots are placed in charge of a trained kindergartener and learn, as Froebel would have them learn,

how to express themselves and develop themselves by playing.

Down in the basement are the amusement rooms. During the winter evenings these are crowded with the waifs of the streets—Italians and Jews, Roumanians and Poles, Irish and Germans, Norwegians and Swedes—all learning to play together as they will later have to work together—and all learning to become Americans.

"I gave birth to an idea a little while ago," said Mr. Jones, his eyes twinkling, "and the child has grown up and has gone to work. He is already self-supporting.

"The idea was this: Public libraries are for the use of the people. Unless the people use them they are of no use. Of course the city cannot afford to build big libraries in every section of the city, but there is no reason why the libraries should not establish branches in good social homes.

"That is what I thought. So I proposed to the library folks that they use Abraham Lincoln Centre as a branch library. They accepted. I tell you it is fine to see the people coming after books and using them. When people won't go after education it is our work to carry education to them."

On the main floor, therefore, is found the library, Unity editorial rooms, Mr. Jones' office, reception hall, Lincoln Centre Shop and the offices of the business management.

The second and third floors are given over to the Auditorium, gallery, organ room, picture room, where always hangs one loan picture of high merit; the rest room for women, Sunday school secretary's desk and the directors' room.

On the fourth floor is Emerson Hall, with a seating capacity of two hundred and fifty, and an adjoining special room of equal size; the Browning room, partly furnished; the Civics room, fully furnished; the middle room, unnamed and unfurnished but often used, with the necessary accompaniments of kitchen and toilet and cloak rooms for men and women.

The fifth floor is given over to the workers in the building for living apartments. The sixth floor contains the fine gymnasium, fully equipped; the domestic science, sewing and kindergarten rooms. The half story above a portion of the sixth

floor contains the home of the engineer, janitor and elevator men. The whole building is thus kept alive from one end of the day to the other.

#### Giving Himself

Of course it is impossible for me to tell all about this great institution. No man can.

Even Mr. Jones himself, whose dream it represents in material form, cannot tell all. It has grown so great that no single person can keep track of the details. Yet so solidly has it been built, and so business-like has been its management, that on the face of its founder you will find no lines chiseled by worry.

He will never see his sixtieth birthday again, but to look into those keen, twinkling eyes, to watch that snappy, alert, vigorous action, to hear that powerful voice that seems to fairly spring out, one would never suspect him of having passed the forty mark.

He has preserved his health because he knows that no man with a weak body can accomplish great results. He has always kept busy, he has made his movements count for something, he has concentrated upon the doing well of the task in hand, realizing that the best way to provide for a better future is to produce a good present.

He knows that if the present is handled wisely the foundation for the future will be strong enough to support any structure that may be reared upon it.

Although this man has spent his whole life in America, he has in him all the religious fire of the people of Wales. Yet this native fire and intensity has been tempered by the training of an American.

He has burning in him the flame of liberty. In his love for freedom he is another Robert Ingersoll, a Tom Paine. He is a student of sociology and ethics rather than of dogma and tenet.

And that is why he is called "an uncomfortable preacher." He is continually showing the need for doing things right here on this earth. He shows the wrongs that have been inflicted upon the House of Want by the House of Have, and insists that the House of Have right that wrong, not alone by giving money but by giving men and women of keen minds and warm

hearts who will help those who are ignorant to stumble a little farther into the light.

It is easy to give money. But to give one's self! Ah, that is something that calls for true generosity.

#### Making Himself Unnecessary

You ask me what bond of union those sign who become members of this church where this uncomfortable preacher sends out his messages of inspiration, of cheer, of helpfulness? It is a bond that all of us can sign.

"We join ourselves together," it runs, "in the interest of morality and religion, as interpreted by the growing thought and purest lives of humanity, hoping thereby to bear one another's burdens and promote truth, righteousness and love in the world."

Truly that is a glorious bond with which to be bound. It is the philosophy of the Golden Rule—a rule that the wise men of the ages have not been able to improve with an amendment. It is a bond which cements men and women together for improving themselves by actually doing practical work for the benefit of their fellows.

The day is past when one could win a reputation for holiness by going off into the fastnesses of the mountains and mortifying the flesh.

The true holy man of today is the man who renders the greatest service to the greatest number. The world is crying out for men and women who do things better—men like Jones and women like Maude Ballington Booth, Jane Addams and Kate Barnard.

Jenkin Lloyd-Jones is no ascetic. He is a manly man, warm hearted, generous, with a sense of humor highly developed, eyes that see and appreciate the best in men and things, a hearty laugh that is contagious—he is a radiating center of cheerfulness, inspiration, commonsense and efficiency—being the epitome of Abraham Lincoln Centre, which Emerson would call his lengthened shadow.

This man has a constructive imagination. He sees things in his mind long before there is a possibility of materializing the dream. He is an executive who knows how to throw responsibility upon others. He doesn't bother himself with detail,

leaving that to others who cannot do the big work.

Today Lincoln Centre is so organized that Mr. Jones might leave it and it would still move forward.

The true teacher trains the pupil to do without her. Jones is a true teacher. He has built for the future. He wants to live for generations in the work he has initiated. He has tried to make himself unnecessary—the goal of every true organizer. He desired to construct a machine that would perform its duties without the supervision of the inventor. He has succeeded.

#### The Real Social Center

The greatest social center is not a structure made of steel and stone, but is the truly efficient man and the truly efficient woman. Abraham Lincoln Centre is a great institution.

But if Jenkin Lloyd-Jones had not been a great social center himself, with the power to attract to him other social centers, the great building on Oakwood Boulevard would never have been erected. Into that building has been put something more than money. In it has been invested the lives of Mr. Jones and those who have helped him. Alone he could have accomplished little. With his friends he has accomplished much.

He has demonstrated what one young man with an Idea backed by brains, earnestness and enthusiasm can do by persevering. What he has done others who will pay the price can do also.

Opportunities exist only for those who create them or who have prepared themselves to grasp them. Mr. Jones has combined creation with preparation and has achieved greatly.

I am not sure that Mr. Jones wrote this, but it is a prayer that expresses much of the philosophy of the man. It is a prayer in the repeating of which we can all unite. It makes for greater kindliness and more brotherhood and more love expressed in doing things now. Let this be read aloud:

*Give us grace and strength to persevere. Give us courage and gaiety and the quiet mind. Spare us to our friends and soften us to our enemies. Bless us, if it may be, in all our innocent endeavors. If it may not, give us strength to encounter that which is to come, that we may be brave in peril, constant in tribulation, temperate in wrath and in all the changes of fortune, and down to the gates of death, loyal and loving to one another."*

## The Crime and the Punishment

By GLENWOOD S. BUCK

YES, I know—I'm buckling to it mighty hard now, but wait, my boy—just you wait until I have corralled the shekels. Then I'll show 'em all how to enjoy themselves. When I'm fifty I'm going to quit, vamoose, get out absolutely, shake the dust from my feet, wash the dirt from my hands, face the world with a clean and smiling countenance and go in for the things I'm missing now. Just watch me."

I've watched. His half-century run was finished with a spurt long ago and he is still buckling to it harder than ever. But

instead of hurrying around after wealth, he is now worrying around after health—and he does the one quite as strenuously as he did the other.

Prison bars are not stronger than habit.

The most cruel and diabolical prisons are those we build for ourselves. That the bars are made of gold does not make prison life any more enjoyable.

Perhaps it is an unconscious recognition of this fact that gives us leniency for our criminal rich. A life sentence to a self-made jail, with Habit as the jailer, is punishment enough for almost any crime.

# Some Errors in Judgment that Lead to Commercial Failure : *by One Who Knows*

*The following lively and cheerful account of financial shipwreck was written by a young man still in the twenties. It tells of a gallant fight for life in the shallow, rock-gashed waters of Lack-of-Capital. It is valuable in charting some of the hidden reefs of the commercial seas. There is inspiration, too, in the vein of optimism that runs through the story of ruin, and in the hope, faith, and courage with which the writer faces the future. It is also another example of the working out of the unchanging law of compensation.—Editor's Note.*

**S**EVEN years ago, my cousin, who had been employed in that line for ten years, started in the commission business on borrowed capital of four hundred dollars. He took in a partner with equal capital.

After a year of slow business, during which a good slice of the original capital was wiped out, my cousin's partner became dissatisfied and wished to pull out.

With high hopes of the future, I left my position in an entirely different line, joined my cousin, and between us we borrowed enough to buy out the partner, paying him his original investment.

This was our first great mistake, as there was practically nothing left in the business with which to pay the retiring partner, and he had gone in as an equal partner assuming half of the risk.

We were very young and optimistic then.

## Some Early Mistakes

We showed the same lack of judgment when a short time later, we were doing more business than we could swing, and as we had no good collateral we borrowed \$900 at a rate of interest that I would be ashamed to tell to my best friend for fear of losing his respect. This interest we are still paying.

This put a millstone about our necks which we have not been able to throw off. It has done its part toward pulling us down.

After two years of see-sawing between profits and losses, we went into a joint account deal with a large concern that agreed to furnish us with capital and goods to do a large jobbing business.

The first year we made \$5,000 between us.

Then the big fellows took a notion that they would like to swallow us up. We were not sufficiently masticated up to that time, so we refused to go down. We have since been thoroughly Fletcherized.

Instead, we again borrowed money, \$5,000, to buy them off. This would have sent us promptly to the bug house if there had been a couple of bug doctors there to examine our heads.

Our business had enlarged so that we were doing between two and three hundred thousand dollars worth of business a year on a capital of a little over \$5,000, all borrowed money, on which we were paying interest.

Another mistake we were making all this time was in trying to do our bookkeeping with one young girl and ourselves. Though we worked from half past four, and sometimes as early as two or three o'clock in the morning, till seven or eight at night at some seasons, our books were always a month or two behind. In fact we took a trial balance only about once a year and that one was mostly guess work at that.

## A Disastrous Deal in Apples

Well, we worked along hit and miss, paying all our bills (our credit was good or we would not have lasted so long), and doing what seemed to be good business until the fall of 1907, which ushered in the panic, and for us the beginning of the end.

You know what a rush and bustle there was in business during the three or four months immediately preceding the crash.

Everything was rosy.

The railroads were hauling more stuff than they had ever hauled.

Everybody was doing more business than ever before, and making good profit.

Every business man's paper was as good as cash.

The temptation to speculate was strong. Money was easy to get, goods were apparently scarce (especially in our line) and there seemed to be a certain profit on everything that could be brought into market.

We were handling apples in car lots, making a dollar a barrel. Instead of looking for buyers we were besieged with people every day who fairly begged us to take their money.

I don't know how it was in other lines, but in ours at least there did not seem to be a possibility of loss.

Every apple man in the country began scrambling for apples for storage. Of course we had to join the procession.

We might even then have shown a grain of common sense and have done our own buying, confining ourselves to a limited amount. But we were inoculated with the "big deal" bug, and made arrangements with one of the largest produce men in that part of the state to buy on joint account. We supposed that being an old dealer, he would have more judgment than ourselves. We have since found out that almost everyone has good judgment when his bank won't let him have anything to test his judgment with, but when money is easy to get, judgment is usually spelled about the same as is caution. And there was very little caution in business circles, until the banks forced people to wake up and rub their eyes.

When we brushed the cob-webs from in front of our peepers, we found that we had on hand in barns, cellars and rolling, upwards of four thousand barrels and forty-five hundred bushels of apples. A few days before we had buyers and buyers clamoring for them. When the apples began to arrive they had to be put in storage, as the prospective buyers had troubles of their own.

As you are no doubt aware, the people were lucky if they had a job that would pay them enough money to buy round steak or a piece of the neck, and thought they could get along very well for one winter at least without eating apples to improve their appetite and digestion.

The garbage wagons were very busy that winter hauling apples from the storage houses, ours among the rest.

The peddlers were also very busy buying apples for fifty cents a barrel that the optimistic apple man had begged the privilege of buying a few months before at prices ranging from \$2.50 to \$3.50 on the tree.

The peddler trade did not slight us. We got our share. In fact, we got to like the peddlers so well that winter that my hand goes to my hat instinctively every time one passes me on the street.

The high class grocery trade, however, to whom in previous winters, price was no object, seemed suddenly to develop a strong dislike for the sight of an apple barrel or an apple salesman.

#### A Benefactor to the Rescue

To shorten up the post mortem a little, the end of that winter found us with our regular trade all shot to pieces, and a debt of upwards of \$10,000 hanging over our heads.

The old saying, "Hope springs eternal in the human breast" held good in our case. Instead of doing the sensible thing at that time and making an assignment, we would not give up the ship but held on.

We got hold of a man who was selling a line of goods in our territory and secured the agency for it and also a loan of \$5,000.00. This, as you will see, was practically robbing Peter to pay Paul. But we thought we could do enough business to get our old debts gradually cleaned up and pay new debts out of new profits.

Strange to say we continued fooling ourselves and fooling our creditors until last January, when the show down came.

We had paid about \$10,000 on old debts during the year, but profits did not come fast enough to take care of new obligations. The panic had taught everybody a certain amount of caution, so when our collections came in rather slower than usual during the holiday week, we had a couple of checks come back that we could not make good.

Well, we saw that we had made the last fight and would have to accept the inevitable, either turn over our business to our heaviest creditor if he would take it or go into the bankruptcy court and let the

lawyers eat up what little there was left.

We did what we thought would be fair and just for everybody concerned. We appointed a trustee outside of the court to take charge of our affairs in favor of all our creditors. We also notified our heaviest creditor, to whom we owed about three times the amount we owed to all our other creditors put together.

Our heaviest creditor stood our friend and offered our other creditors forty cents on the dollar, which was about twice as much as the business was worth unless he was counting on the future. This liberal offer coming from a man to whom we apparently owed so much, surprised our other creditors. One or two of them who had interviewed a lawyer, not knowing the kind of man who was making the offer, threatened to throw us into bankruptcy and get rid of the trustee whom we had appointed. They thought they were dealing with the kind of man who would not offer forty cents unless a thing was worth eighty cents.

They figured wrong. The man they had to deal with was on the square and could not be bluffed.

A meeting was held between ourselves, our benefactor, and the lawyer who led the opposition. If you have ever seen character sticking out all over a man you would have seen it that day, when our friend stood up and coolly told the lawyer for the opposition that he had spiked his guns and had just settled with three of the largest of his (the lawyer's) clients.

I made up my mind right there that I would rather work for that man than any man I knew. And right there I became resigned to the fact that the firm name which I had given some of the best years of my life to establish and which we had hoped to make a power in business circles would drop out of existence and we would be considerably worse off than when we started seven years ago.

#### Some Compensation

I say worse off, but I don't know whether I am right or not. The situation as it stands is this: The business has gone on. True it is under another name but just the same it is the same old business and we are doing business with the same old

people. My cousin and myself have full charge of the buying and selling end of the business although the financial end has been taken out of our hands—for which we are thankful.

Our creditors have been settled with on a basis of forty cents on the dollar and although we do not feel that this clears us of the remaining sixty per cent, we will have plenty of time to make it good. As it is only about \$3,000 we are not worrying. This left the bulk of our debt with the president of the present firm, about \$10,000. He has given us a chance to make the business pay back our debt. Have you ever seen a better application of the golden rule?

We are both working on salaries barely large enough for our living expenses. Although we could get more money elsewhere, we both preferred to stick to the ship and make good. And make good we will.

With the capital we have at our disposal and the experiences that caused our failure staring us in the face, I think we are even better off than we were seven years ago, although we have seven years less time in which to accomplish what we all start out to be—successful in every sense of the word.

We are still young, and I believe before another seven years rolls by we shall have a different story to tell.

I get my little pay envelope every Saturday now just like the rest of the boys. And I'll tell you what, after all, it seems good to think that while it is pretty small, just the same I have earned it and it belongs to me.

Many and many a time I have left this same office after paying off the help, and not had a nickel of spot cash in my pocket although my credit was good anywhere.

Now my credit is not so good, and I am taking mighty good care that I have the money to pay for a thing before I buy it, if it is only a yeast cake.

I am beginning to think that, for everything we miss in this life, we get something in return.

"The habit of expression reacts on the man who speaks. The habit of exaggeration in speech distorts the observation and makes the conscience itself unreliable."—*Edward Everett Hale.*



# A Lesson in Teamwork from the Football Days of "Dink" Stover : *by Clyde Gibson*

**S**TOVER,' said the dreadful voice, loud enough so that every one could hear, 'you seem to have an idea that football is run like a slaughter-house. The quicker you get that out of your head the better. Now do you know why I fired you? Do you?'

"'For slugging,' said Dink faintly.

"'Not at all. I fired you because you lost your head; because you forgot you were playing football.

"'If you're only going into this to work off your private grudges, then I don't want you around. I'll fire you off and keep you off.

"'You're here to play football, to think of eleven men, not one. You're to use your brains, not your fists. Why, the first game you play in some one will tease you into slugging him and the umpire will fire you. Then where'll the team be? There are eleven men in this game on your side and eleven on the other. No matter what happens don't lose your temper, don't be so stupid, so brainless—do you hear?'

"'Yes, sir,' said Dink, who had retired under his blanket until only the tip of the nose showed and the terror-stricken eyes.

"'And don't forget this. You don't count. It isn't the slightest interest to the team whether some one whales you or mauls you. It isn't the slightest interest to you, either. Mind that!

"'Nothing on earth is going to get your mind off following the ball, sizing up the play, working out the weak points—nothing. Brains, brains, brains, Stover!

"'You told me you came out here because we needed some one to be banged around—and I took you on your word, didn't I? Now, if you're going out there as an egotistical, puffed-up, conceited individual who's thinking only of his own skin, who isn't willing to sacrifice his own little, measly feelings for the sake of the school, who won't fight for the team, but himself—'

"'I say, Cap, that's enough,' said Dink with difficulty; and immediately retired so

deep that only the mute, pleading eyes could be discerned."

This is the way Cockrell, captain of the Lawrenceville eleven talks to Stover in the story, "The Varmint," by Owen Johnson, published recently in the Saturday Evening Post.

## How Do You Play Your Games?

'Take it home to yourself, gentle reader—or don't you feel gentle after taking a hot shot like that?

How do you play?

In your family, does everything have to revolve around you, no matter what are the interests of the family?

How is it in your business?

How do you play the game as a citizen? As a member of the great human family?

Do you imagine that you can make grandstand plays, carry grudges, trip up your team mates for your own benefit, shirk your part in advancing the ball of progress, and still be a success?

If you do, you'll get fired off the team by the Captain, and you'll have to stay off. It is one of the rules of every game that those who don't play it right soon can't play it at all.

Now here is some more practical wisdom from Garry Cockrell. It fits the game of business, the game of life—or any other game—like a glove:

"And now one thing more. There's all sorts of ways you can play the game. You can charge in like a bull and kill yourself off in ten minutes, but that won't do. You can go in and make grandstand plays and get carried off the field, but that won't do. My boy, you've got to last out the game!"

"I see, sir."

"Remember there's a bigger thing than yourself you're fighting for, Stover—it's the school, the old school. Now, when you're on the side-lines don't lose any time; watch your men, find out their tricks, see if they look up or change their footing when they start for an end run. Everything is going to count. Now, come on."

## Why the Team Loses

But, in spite of it all, the team played like a round-up from the grammar schools. Here is the way one of the students on the side-lines sized it up:

"Trouble with us is," said the voice of Fatty Harris, at his elbow, "our team's never gotten together. The fellows would rather slug each other than the enemy."

"Gee, that fellow at tackle is a monster," said Dink, picking out McCarty's opponent.

"Look at Turkey Reiter and the Waladoo Bird," continued Fatty Harris. "Bad blood! And there's Tough McCarty and King Lentz. We're not together, I tell you! We're hanging apart!"

Take the lesson home.

The editor won't give me this space just to tell football stories.

You, yourself, don't buy this magazine to read what is merely interesting.

But if every business institution and business man, every salesman and every other employe that reads this were to get the spirit needed in that football team, balance sheets and bank accounts would look twice as big at the end of the year.

If every citizen got the spirit, political, industrial and social problems would dissolve in its warm glow like snowflakes in a bonfire.

There is something for you, too, in the stinging words of Captain Cockrell to his men, between the halves. Just listen to it sizzle:

It was a hangdog crowd that gathered there, quailing under the scornful lashing of Garry Cockrell. He spared no one, he omitted no names. Dink, listening, lowered his eyes, ashamed to look upon the face of the team. One or two cried out:

"Oh, I say, Garry!"

"That's too much!"

"Too much, too much, is it?" cried their captain, walking up and down, striking the flat of his hand with the clenched fist. "By heavens, it's nothing to what they're saying of us out there! They're ashamed of us, one and all! Listen to the cheering if you don't believe it! They'll cheer a losing team, a team that is being driven back foot by foot. There's something glorious in that, but a team that stands up to be pushed over, a team that lies down and quits, a team that hasn't one bit of red fighting blood in it, they won't cheer; they're ashamed of you!"

"Now, I'll tell you what's going to happen to you. You're going to be run down the field for just about four touchdowns. Here's Lentz being tossed around by a fellow that weighs forty pounds less. Why, he's the joke of the game. McCarty hasn't stopped a play, not one! Waladoo's so easy that they rest up, walking through him.

"But that's not the worst, you're playing wide apart as though there wasn't a man within ten miles of you; not one of you is helping out the other. The only time you've taken the ball

from them is when a little shaver comes in and uses his head.

"Now, you're not going to win this game, but by the Almighty you're going out there and going to hold that Andover team. You've got the wind against you; you've got everything against you; you've got to fight on your own goal line, not once, but twenty times. But you've got to hold 'em; you're going to make good; you're going to wipe out that disgraceful, cowardly first half! You're going out there to stand those fellows off! You're going to make the school cheer for you again as though they believed in you, as though they were proud of you! You're going to do a bigger thing than beat a weaker team! You're going to fight off defeat and show that, if you can't win, you can't be beaten!"

### The Team Gets Together

Well, after that, would you grit your teeth and do a little red-hot fighting? Not if you were still nursing a private grudge against the fellow playing shoulder to shoulder to you. Before you could really do anything effective, you would have to let the fire of zeal for the common good burn the last nasty bit of resentment out of your heart. That was what happened to that team under the inspiration of "Dink" Stover's playing. He had been a substitute and had only come in during the last few minutes of the first half.

Get this description, by Johnson, of the last few minutes of play, Stover playing side by side with his ancient enemy, Tough McCarty:

Cockrell was pleading with them. Little Charlie DeSoto was running along the line, slapping their backs, calling frantically on them to throw the blue back.

And gradually the line did stiffen, slowly but perceptibly the advance was cut down. Enmities were forgotten with the shadow of the goalposts looming at their backs. Waladoo and Turkey Reiter were fighting side by side, calling to each other. Tough McCarty was hauling Stover out of desperate scrimmages, patting him on the back and calling him "good old Dink." The fighting blood that Garry Cockrell had called upon was at last there—the line had closed and fought together.

\* \* \*

No longer scattered, but a unit, all differences forgot, fighting for the same idea, the team rose up and crashed through the Andover line, every man in the play, ten—fifteen yards ahead.

"Again!" came the strident cry.

Without a pause the line sprang into place, formed and swept forward. It was a privilege to be in such a game, to feel the common frenzy, the awakened glance of battle that showed down the line. Dink, side by side with Tough

McCarty, thrilled with the same thrill, plunging ahead with the same motion, fighting the same fight; no longer alone and desperate, but nerved with the consciousness of a partner whose game-ness matched his own.

• • •

Stover played on in a daze, remembering nothing of the confused shock of bodies that had gone before, wondering how much longer he could hold out—to last out the game as the captain had told him. He was groggy, from time to time he felt the sponge's cold touch on his face or heard the voice of Tough McCarty in his ear.

"Good old Dink, die game!"

How he loved McCarty fighting there by his side, whispering to him!

• • •

He was in every play it seemed to him, wondering why Andover was always keeping the ball, always coming at his end. Suddenly he had a shock. Over his shoulder were the goalposts, the line he stood on was his own goal line.

He gave a hoarse cry and went forward like a madman, parting the interference. Some one else was through; Tough was through; the whole line was through flinging back the runner. He went down clinging to Goodhue, buried under a mass of his own tacklers. Then, through the frenzy, he heard the shrill call of time.

He struggled to his feet. The ball lay scarcely four yards away from the glorious goalposts. Then, before the school could sweep them up, panting, exhausted, they gathered in a circle with incredulous, delirious faces, and leaning

heavily, wearily on one another gave the cheer for Andover. And the touch of Stover's arm on McCarty's shoulder was like an embrace.

Do you knock? Do you kick? Is there anyone in your organization you "can't get along with?"

If so, your team is hanging apart—you can't win. You need a Garry Cockrell to talk to you like a Dutch uncle. You need a little "varmint" like "Dink" Stover to go in and show you how to play the game.

When, like "Dink" you can throw your arm over the shoulder of your bitterest enemy, "like an embrace," then you are beginning to know how to win—to win big.

Stover might possibly have found a way to do up his ancient foe, Tough McCarty. He might have "won" an advantage over him. But it would have been a mighty small victory compared to the one that glorified him when he loved even old "Tough," fighting there side by side with him in that heart-breaking but joyous finish.

Life is too short, and you are playing for too big a stake to waste any strength and time hating or fighting your team mates.

And we humans are all team mates.

Our interests are mutual.

## Luck—the Imaginary Factor

By MILTON BEJACH

*Assistant Advertising Manager, in The McCaskey Bulletin*

**I** DON'T remember now who said it and said it this way, but he knew what he was talking about when he said: "There aint no such thing."

The unsuccessful man says the successful one has been "lucky." Not at all, he has been "plucky." It is only the difference of a letter, but that makes all the difference in the world.

Ruminate on this a moment: a man will say he is down on his luck and surely as the sun is coming up in the morning his luck will be down on him. So long as he is in that frame of mind he will not put through anything he strives to accomplish.

But some morning the birds will sing, the sun will shine brightly, Nature will

welcome the man who is "down on his luck," and he will pick up in spirits. His mood will take on the complexion of the day. That's the day he will do things, if ever.

"But," some of you will say, "the sun doesn't shine every day in my territory. What'll I do in the winter time?"

That's the point: store up enough sunshine in your heart to carry you over the dark days. Fill your lungs with good air, your eyes with sunshine and your head with optimistic thoughts; you'll never be "down on your luck" long.

And make it a point to give out a little of the milk of human kindness that will be generated by the sunshine within you.



*Extracts from the Actual Correspondence between the Sales Manager of the Geo. F. Eberhard Company, San Francisco, and a Live Organization of Business Builders*

### **Stick—Momentum**

*Being Part of a General Letter to  
to the Sales Force*

**T**HERE is a whole series of talks suggested by these two words. They can be viewed in many ways and the thoughts which suggest themselves to the writer's mind are legion.

One of the troubles—the cause of slow progress—lots of worry—the destroyer of peace of mind—is the inability of the majority to *stick*—to pull steadily and finish the work at hand.

This one phase even manifests itself when some great firm devises a plan and then, after arranging the details and outlining the policy, changes the details every little while in an apparent desire to hurry results. It is the watch-it-grow, impatient attitude.

To stick calls for balance—for patience—for confidence in your own decisions. To accomplish anything, even small works, you must create momentum—accumulate force.

In other words, after a plan is laid out or a policy adopted, or after you set out to accomplish securing certain trade in given territory, you should *stick* to it until you finish. This will give you added momentum as you go from place to place or store to store, and you are bound to win.

### **Retain Your Self-Confidence**

Another view of the idea. A salesman gets up, he bathes, shaves, dresses and then surveys himself carefully and is satisfied that he looks right before he goes to his breakfast. He feels he looks right for the morning at least but, can he *stick*?

Well, look around you. You will find one fellow fixing his tie every little while, another pulling down his coat and looking at his cuffs and running his hands over his hair. He loses the momentum that his feeling of confidence in his own ability to start right should give him as he goes from customer to customer.

Here is another. A salesman knows from experience that there is a potential business volume to a given number of customers. The salesman knows that he has made good paying trips through certain territory—he knows that business is there.

However, if a few customers go wrong or a visit turns out bad, see how it affects his view-point and the enthusiasm with which he approaches his further work.

If he slows up he loses momentum that he should have accumulated from his past effort—from his past knowledge. Instead of giving any evidence of his own accumulated experience, he loses patience, sees the worst side of it and may possibly "holler."

The whole idea, behind the above, is to remind you that all business institutions, including ours, are like a railroad train; its momentum is a sum total of the pull we give it in our work plus the accumulated force of the last year or mile, figuratively speaking, it has traveled.

If you stop—if you do not pull steadily—stick to the work every minute of the business hours, the business in your immediate vicinity will slow down and you lose the help of the accumulated momentum or force of past history, effort, experience and service.

It calls for great expenditure of power to speed a train after it slows down or stops.

The same applies to business effort.

This has been good mental exercise for me—I hope you profit also.

### A Gleam from a Mountain-Top

*Being a General Letter to the Sales Force*

**S**ATURDAY evening I sat at home again before my desk, where some of my most pleasant evenings are spent, studying and writing.

I write so many things that I never let anyone see and even though I send forth but little, it's real pleasure to conceive and write a mass of stuff, no matter how poorly it may impress me, for some day I shall be able to make it read right, I'm sure.

In the interval, it shows what I cannot do and forces me to see just how clear or hazy my thoughts are.

To make up this bulletin, as I had been in the mountains—re-creating, as it were—I decided to do something extra and drive home a new message more clearly—more pertinent to the day's work, than ever before.

Say! You should have seen the copy I turned out, pages and pages. But through it all ran the idea of growth, of building ourselves and the business, our health, our efficiency, our service; not new, but what we have talked of many times.

Finally I laughed, for, somehow, I felt stronger for the attempt and I decided to send this to say I am here at the office and absorbing the detail to see just how much better things have gone than I expected.

#### Getting the Right Perspective

Funny how, in spite of an honest, hard-working, sanely directed effort to realize our own value, we must feel somewhat like they say the Rooster does in Rostand's play, "The Chanticleer," that the sun would not or could not come up without his crowing each morning; that the world was made for chickens; men merely furnish the grain!

It's so easy to overwork our self-esteem, confusing it with our self-confidence. Then, we feel we may be doing too much, we are not appreciated. The results may not be there, but the work was done and no one else could have done or does it quite as well. We are sure we are right, just like the rooster.

I slept one night last week on the top of a mountain with a piece of canvas between me and the rocky ground—face towards the heavens; watched Halley's comet cross the sky, heard the coyotes yelp again, saw the hawk's nest above me shadowed in the pine, looked out on the great Immensity when it was dark but for the thousand stars, and beheld the sun as it rose.

When the sun's rays displayed every tree, rock, stream and meadow plainly in its riot of May color through the country below me, I realized that outside of our little organization's work I was small indeed!

Somehow, I feel more anxious today to work, to take up my studies, to help in the work of our organization. It's all of added interest for that night's uplift—the bigness of it all. Confidently added to that is the fact that everything moved smoothly here while I was away.

It makes me want to help, and to ask you to help me; and, say, when you pass a good, quiet resting place, make it on an occasional Saturday and Sunday as you go along this summer. See nature, get on a mountain and watch the sky. Do it in our way, live a bit sensibly and healthfully as you go.

Then make up with added zest in the day's work. It's well-placed advertising and sales, new customers, that make you contented when you do rest.

The day's work—that is our job right now.

Let's do it and see that no customer, prospect, item or detail is overlooked.

Do it now.

Don't stop the parade.

Do it right, and home will come the dollars to all of us.

What is the use of feeling out and tabulating the pulse of the people when every good red-blooded American, in office or out, has a pulse of his own which tells him how the rest of the people feel?—*Theodore Roosevelt.*

Of all the cankers of human happiness none corrodes with such a silent, yet so baneful an influence as indolence.—*Thomas Jefferson.*

# The Kind of Education that the Next Generation Needs : *by* Franklin H. Collins

**Y**OU HAVE often heard a father tell his son what he had to do when he was a boy or young man, but how often have you heard the paternal guardian tell his son what is expected of him when he gets to manhood?

Every patriotic citizen should realize that not only is it his duty as a father, but also as a patriot, to train his son along the highest ideals in life, that he may help share the burdens of the commercial, social and governmental world. He should be trained to be more in life than his father has been; he should be made a companion from childhood and taught early in the ways of the world.

In these strenuous days of competition, the man who is properly prepared is the man who wins.

If a boy grows up to manhood with no ideas of commercial activity and is thrown on the seething sea of business life, how long will he last? Such a boy has been brought up totally ignorant of everything except home and social duties, with possibly a higher education in arts and literature.

The strain of business activity is often too great for him and he can not stand against it.

On the other hand, a boy of the same class of parentage, who has been guided carefully in all lines, will come into the business world with a good preparation. He will have talked business with his parents; he may have worked in summer vacations to gain insights into the industry he expects to follow. This boy will be prepared, and know the life work he wishes to follow, and will not waste his first few years in business trying to get settled.

## What is a Liberal Education

In this period of the world's history, it is time for action and not hesitation. It is the man who thinks quickly and acts first who comes out ahead.

The men of today should plan for the future. On whose shoulders will these giant industries and interests fall? Whosoever they be, they must be competent, or

the long established organizations will be shattered. No business interests can be so established as to be secure from all danger and harm, if placed in the hands of incompetent management.

The captains of industry should begin to train their successors early, that they may be more than competent to handle the reins when called upon.

The world is continually advancing in ideas. Our great and glorious country is doing the same, probably faster than any other nation.

The young men of today must realize that their responsibilities of tomorrow are great and numerous and must prepare themselves accordingly.

The young man must not think that his education is complete after leaving college or the preparatory school; he must strive for a liberal education, which is never finished.

Sir Thomas Huxley says, in regard to a liberal education:

"That man I think, has had a liberal education who has been so trained in youth that his body is the ever ready servant of his will and does with ease and pleasure all the work that, as a mechanism, it is capable of; whose intellect is a clear, cold, logic engine with all of its parts of equal strength and in smooth working order, ready like a steam engine to be turned to any kind of work and spin the gossamer as well as forge the anchors of the mind; whose mind is stored with a knowledge of the great and fundamental truths of nature, and of the laws of her operation; full of life and fire, but whose passions are trained to come to heel by a vigorous will; the servant of a tender conscience who has learned to love all beauty, whether of nature or of art; to hate all vileness and to respect others as himself. Such, and no other, I consider, has had a liberal education, for he is, as completely as a man can be, in harmony with nature. He will make the best of her, and she of him. They will get on together rarely. She as his ever beneficent mother;

he as her mouthpiece, her conscious self, her minister and interpreter."

If the young man is patriotic, he will start early to study this great nation; its resources, its natural conditions and its people. He will watch the progress of the nation and the actions of its governing body; he will mix early in political affairs and try to overcome any evils that may exist.

#### The Place of the College

Such is the young man who must constitute the next generation. He must be stronger than his father, because he will have harder duties to perform. Therefore, it is imperative that he be better trained. Don't let him dawdle away some of the best years of his life in college, when he should be working in your mills, learning the practical end of your businesses. If you think he needs a college education, let him have one or at least a sample of one.

Most young men of today think they should go to college and perhaps they should, but do not overdo it.

The college education depends upon the man himself, not the education.

For one who intends to follow a profession or an engineering vocation, probably such training is essential. As to the young man entering the commercial world, it depends upon the man. Some men need it to prepare themselves; some do not. The men who can succeed without it, have a handicap on time.

While we see our colleges and universities graduate some wonderful men, at the same time they turn out some miserable failures.

There is a feeling prevailing throughout the country against the higher education, claiming that it develops the "Rah Rah" spirit and fosters extravagance and idleness.

If the boy can stand the mental and physical strain of college life and education, it is well for him to have one or two years of it, but to spend four or five years "hanging around" college is an absolute waste of time and money. That is the reason the boy must be trained properly.

#### Contentment and Satisfaction

Have him put his nose down to the grindstone early. Play for better conditions and higher ideals.

Drill into the boy's mind the principles of honesty, justice and righteousness.

What pleases the old veteran of business more than to have a young man of sterling qualities come into his office and talk well and knowingly on any good business proposition? And, many young men such as these are in the business world today, fighting fairly for higher ideals and honors. It is to these men that the world looks to carry the big burdens of tomorrow. It behooves every older business man of today to teach and assist the younger generation, so that their latent qualities will be well developed.

The young man of today should be invested with an overdose of ambition to take care of the opportunities of tomorrow; he must not think that the words "satisfaction" and "contentment" are synonymous, because they are not. They have two entirely different meanings. To obtain the best meaning out of the words, he should adopt the motto, "Satisfied with nothing, but contented with everything." Following out these teachings would keep him always happy among his surroundings and circumstances, but ever forging ahead with an ambition that has no limit.

Thus we have the young man who is to make up the next generation. We must guard him and guide him well, for upon him our posterity depends.

Higher ideals, honesty of purpose, equal justice to all, living by the Golden Rule and square deal are the virtues that await the young men of today who will constitute the next generation.

Do you ask what was the great principle in the depth of Christ's character, that on which his wonderful sympathy was founded and which endeared him to his high office of universal Saviour? I answer, it was his conviction of the greatness of the human soul.—*Channing*.

Physically, mentally and often morally a good hobby is a business man's salvation. When his mind has been strenuously at work for many hours he has used up a large quantity of life force. If he then turns to his hobby for a change his brain experiences a relief and the jaded parts get rested.—*The Master Printer*.



**T**HE SALES manager of a big western business institution started to earn his living not so many years ago by means of curious marks of which only stenographers know the secret. He started right down at

*The  
Shorthand  
Ladder*

the bottom and climbed up his post as private secretary to the president. He took all the detail work away from his employer at the start and eventually began doing some of the big things. He was courteous, careful, ambitious, honest and possessed initiative. When the president was not on hand and immediate action on affairs was required, this stenographer acted. One day, after the stenographer had made such a decision—a big one—the president came into the office and said:

"Mr. Smith, you have not been connected with this institution for many years but you have climbed rather rapidly for a youngster from the bottom to a place where you had my entire confidence. You have been the most efficient secretary I have ever employed, but I must tell you that I am sorry that I must dispense with your services as secretary and have already chosen your successor who will enter upon his duties tomorrow morning."

"But, Mr. —," broke in Smith, pain, disappointment, chagrin showing on his face—

"You will please prepare the new man for his work this afternoon," went on the president, apparently not noticing the interruption, "do not come near the office again —(and here the president's eyes twinkled)—until next Monday, when you will become sales manager of this business of which I have the honor to be the head. How does that strike you?"

My good friend, Stewart Anderson, of Springfield, Massachusetts, has just written a simple little booklet in which he tells of seven young men who started with one insurance company as stenographers and eventually climbed to positions of greater reward and greater responsibility. He tells the story of these seven, without flourishes and without elaboration, just a simple statement of facts. But he succeeds in driving home the great value of a knowledge of stenography to young men who are ambitious to get close to the top.

The day this Anderson booklet dropped into my hand a young man called on me and in the course of our conversation he told me that he was studying to be a lawyer, but that before he thought of getting right down to the study of law itself he had mastered stenography.

"I did this so that I could work with the lawyers themselves. I made up my mind that as a simple law clerk I had but little chance to do anything but ordinary clerical work, but that as a stenographer I would be working right with the man in the office who was doing the big things. I argued that the better stenographer I became the better would my employers be. I mean by that that the biggest men require the biggest assistants, and I determined to be the best stenographer in my town so that I could work for the best lawyer.

"You see," he went on, "the stenographer always works with the brains of the concern—with the men who are doing things. Your bookkeeper or clerk has the little details to look after, but the stenographer not only has the details to attend to but also learns *how* the executive thinks and, by watching the results of his thinking, *why* he thinks that way. If the stenographer



is wide awake and masters every subject he should master in order to hold the position he wants, he can get the position he wants. Getting in with the brains of the concern is the great thing."

Hugh Chalmers, who later became general manager at a salary of \$72,000 a year, was a stenographer in a branch office of the National Cash Register Company.

To him stenography was not *an end* but the *means* to an end.

The young man or young woman who masters stenography and has no greater ambition and no greater desire will end as he or she starts. Some stenographers are as expert in shedding ideas that come their way as a duck's back is fit for shedding water.

Employers everywhere are crying out for expert stenographers. They are scarce. The trouble with most of them is they do not think. They have learned how to make their hen tracks and how to punish a machine, but they have never learned how to use constructively the great machinery lying idle in the factory of the mind.

Sloppy, slovenly work—idleness—lack of attention—forgetfulness—inability to initiate—all these come from wrong thinking. And wrong thinking is only the absence of right thinking.

For a stenographer to rise, the first requisite always is *love* for the work in hand and the second a *desire* to rise to something better. One may have a desire to rise and no love for the work in hand and never get a promotion. There are few employers who will promote to a higher position one who has proven a failure or an inefficient in a low one.

The third requisite is: The actual daily bettering of the work being done. I would cry out to all who would climb: "Better the work you are doing."

Develop more speed, greater accuracy, more neatness, better appearance, show a desire to help—always be on the lookout for chances to *serve* the man and institution for whom you are working.

Promotion cannot fail to come to the worker who increases in efficiency by bettering the work he is doing.

And in a big institution there are few who have greater opportunities for climbing than the stenographers.

A GOOD woman became angry at me the other day. It happened this way. She said, "Our minister, Mr. Blank, is *such* a holy man. His sermons are *so* good." All was lovely so far, because I agreed that

Ministers and Merchants Mr. Blank's sermons were fine. Then I said, wearing my Brete Harte "Heathen Chinees" expression, "And aren't McCormick & Joyce *such* holy men. Their groceries are *so* good."

"But our minister feeds the souls of the sheep of his flock," said the good woman.

"That's fine," was the answer, "but the merchants, farmers, workers in all departments of the world are engaged in the equally important work of feeding bodies. A preacher would have a merry time preaching his fine sermons to disembodied spirits, but that is the kind of congregation he would have if folks didn't eat, clothe and protect themselves from the elements."

This talk was not sacrilegious. It was commonsense. The real minister is the man who does helpful things for his neighbors. It doesn't matter whether he is a digger in the ditch, a drain-man, banker, lawyer, merchant, miner, brakeman, clerk, telephone operator, stenographer or Pope of Rome, if he is engaged in serving his fellow men he is a holy man and his work is every bit as sacred as the finest sermons ever spoken.

We don't use enough of that uncommon article called commonsense. We go to a butcher-shop and buy meat and find ourselves cheated either in weight or quality. We buy clothes and secure neither fit nor wearability. We buy an automobile and it qualifies for the scrap heap before the season is over.

Do we continue to patronize the butcher, the clothier and automobile manufacturer who didn't minister to our wants in a quality way? We most certainly do not. We quit when we get stung. We quit when we are not served.

But do we use as much commonsense in dealing with churches? We do not. We listen to a sermon that is the most damnable drivel and rot and go away with our eyes turned heavenward, putting up a bluff of being satisfied. We have the biggest bunch of unscientific hot-air turned into our ears

and we stand for it because we get it in our church and from our minister.

Now I am not saying that all ministers and priests preach sermons that are unscientific and filled with rot. But I have attended church often enough to know that too many ministers succeed only in showing a broad and most comprehensive ignorance of commonsense, not to mention those things which might be classified as uncommonsense.

We ought to be as eager for the best mental and spiritual food as we are for the best physical food. But it is a cinch that we will not get it so long as we are satisfied with spiritual teachings that are about as wholesome as an ancient sample of hen fruit that had been forsaken for months in a compost heap.

Too many ministers are nothing but spiritual valets. They lay out the spiritual shirts and socks approved by conventional society and are not expected to think except when they can do so with the mind of the mob. If one of them has the temerity to point out the incongruity of wearing a flaming red puff tie with our evening clothes, we kick him down stairs and think ourselves justified in our act by calling our insanity righteous indignation directed against a vile varlet who presumed to know more than the payer of the pew rent.

It strikes me that a minister should look upon himself as a manufacturer of his special kind of service and that he ought to be allowed to advertise his wares with as much freedom as others are granted who sell us breakfast foods and boxed biscuits. His business is just as dignified, just as valuable, just as necessary as the business of the merchant and manufacturer, and no more. He should look upon himself as a man doing a man's work in a man's way.

The sooner we get over the notion that some useful work is God's work and some is not, the better. All useful work is divine.

Our mental and spiritual eyes need a washing.

*Truth is a cork; it is bound to come to the top.—Willis George Emerson.*

**A**CCORDING to the evidence at hand, Mr. Judas was the gentleman who took part in a business transaction involving

thirty pieces of silver, and who, after he had awakened to the fact that he hadn't obtained what he paid for, went out into a quiet spot and hanged himself.

*Mr. Judas*

It matters not to us whether Mr. Judas was after money or revenge, or whether there ever was such a man. The only point we care to make is that any man who will sell his self-respect and the respect of his associates for money is fitted to trot in the Judas class.

Judas got his name on the Unfair List by his somewhat saffron method of doing business.

Ananias also got what was coming to him because he was somewhat careless in his handling of the truth. His wife backed him up in his statement and she shared her husband's fate.

In our more modern times a man gets the notion into his head that he wants to flit about in a Packard. In order to get the Packard and the rest of the things that go with a Packard standard of living, he must have money. He must get gobs of it. If it can be gotten honestly, well and good. If, to get a barrel of it in a hurry, a few shady things must be done—well, Mr. Modern Judas sells his ideal, his self-respect, his common decency, the respect of white folks (who are in the know) and does things a la Morse.

Mr. Modern Judas gets his automobile and his cottage by the sea and has the pleasure of listening to his inner voice asking, "How did you get it?" Sometimes he gets caught and it is then that he realizes that it is wiser to travel toward Poverty than toward the Penitentiary.

The Judas of today annexes no more respect and confidence than the Judas who hanged himself with a halter in the long ago.

Sheldon is right when he says that success consists in having health, long life, money and honor. He knows that the man who does not do business in strict accord with the philosophy of the Square Deal is slated for Failure.

A man who knows tells me that money is worthless as a happiness producer when the public or the inner voice insists on asking, "How did you get it?" and the answer has to be made with eyes on the ground.

# “What’s in a Name?”—Some People Who Could Answer : *by* Fred G. Kaessmann

**B**USINESS men, pretty generally, accept as an axiom, that “Confidence is the basis of trade.” There, however, they stop. They do not let the thing sink in. They fail to grasp the full significance. Their knowledge, because not observant, because not given to reflection, savors of the superficial.

Thus, when some good publication says, “Confidence is the basis of trade,” they nod acquiescence—and then, in practice, they fall down miserably.

## “Because We Know You”

However, in an eastern city, a young man can tell you that confidence *is* the basis of trade. He has had emphatic *proof* that the saying is not merely an axiom. He *knows* that it is *more*—that it is a *fact*. Also, it may be said, he now, perhaps for the first time, realizes fully the value of a good name.

This young man for years suffered from consumption. It cost him a small fortune to get well. Yet slowly but surely he paid every bill. To many he paid more than the bill—“for keeping you waiting.”

While recovering, this young man canvassed for a local history. Prominent citizens back of it—as usual.

The thing collapsed.

Young man dug down into his own pocket that none whom he induced to subscribe might lose a cent.

Then he undertook to build up a trade paper—with \$1.79 in pocket as capital.

Just as the paper was beginning to pay, old trouble, consumption, came on again. Lost \$2,500.

Paid off stockholders as fast as possible—plus ten per cent for interest—and “for the worry I caused you.” During all this time, worked mainly among people of German nationality or descent.

Now this young man represents a house selling a curative device. While a high-class device, the people must distinctly be shown before they will buy. Used to drugs, they—or it—the world—can see good in

nothing but drugs. Therefore it must be shown.

To stimulate business, the young man advertised in the best daily, a paper reaching approximately 8,500 each issue. To supplement this, he advertised in the local German paper, a weekly of about 1,200 local circulation.

The daily, with just as good a clientele, of good standing, well edited, and clean, brought no business. The weekly, reaching just about one-fiftieth the number of persons weekly, brought splendid results. Advertisements, in each case, the same.

What marked the difference?

The German people knew the young man—the others did not. They bought because they had *confidence* in what he said, both in the printed announcements and his spoken word.

Many purchasers told him, “If any other person attempted to sell me this I should not buy it. I cannot comprehend its principle—but—I know you.”

The harvest was a long time coming—but it has come.

“What’s in a name?” asked the wise one. Somebody laughingly asks the same question. Then we laugh.

Yet the success of every man, of every institution depends upon its name. Some seem to “get by,” but in the long run they do not.

A good name means friends, and friends make or unmake a man or an institution. Incidentally, it may be said, they make or unmake any article of commerce.

If you should have any doubt about this, just consult page 420, April issue of *System*. There you will see, “There were five times as many votes cast through the influence of friends as from all the other mediums combined.”

## The Value of Friends

A remarkable tribute to the value of friends, that, yet it is only an exemplification of the law. Once you have the people with you, your success is assured.

Have you any doubt about this? Listen to the young man of whom mention has already been made:

"Against the advice of my superiors, I put out every machine on the basis of 'No cure—no pay.'"

You retort, "Why, that's nothing new."

"No," says the young man, "it is not new, but I *mean* 'No cure—no pay,' *live* what I say, put myself out considerably to get results—and win friends thereby. So active in my behalf are the users of my device, that my list of prospects is always long—and excellent."

Great is the value of a good name.

In an eastern city you will find a barber with a fine name for skillful hair-cutting. Perhaps you think that that is nothing of which to brag. In that event, try your hand on your fourteen-year son—who has just stepped into long pants. Undoubtedly, you will find his remarks pertinent.

Well, this barber's business flourished—because of his hair-cutting ability. Soon, unless he changes his present policy of leaving the shop in charge of an assistant while he loiters along the main street, to the detriment of particular persons who would have himself do the work, and whose time is too valuable to wait, it will be the reverse. Even now the word is being passed along, "He's never there. You can never find him in his shop."

Business is falling off—and will fall off more.

"Such are friends," you cynically remark.

"Such are friends," replies the optimist. "While you deserve it, they say all they can for you. When you no longer deserve it they say it for the next best fellow—for the one who does."

Perfectly just and proper this is, too. Shows that civilization is advancing. Incidentally, it may be said that this shows clearly that it is not enough to get a good name—but that this good name must be *maintained*.

#### Some Who Paid High for the Answer

"What's in a name?"

Ask the saloonkeeper who tried to flim-flam his customers by substituting "schooners" made of much thicker glass.

It did not take these customers long to learn that while the new schooners were outwardly the same size the contents were materially less.

"What's in a name?"

Ask the milkman who has been fined for having milk below the standard.

"What's in a name?"

Ask the coffee distributor who advertised sixteen-ounce packages—but gave only fourteen.

Friends—of fair play—"hammered the life" out of him.

"What's in a name?"

Ask the labor agitator who, regardless of the wishes of either capital or labor, constantly agitates. Usually his story will be something like this:

"I had to move to ——. Couldn't get a job in — any more. Even those whose pay I tried to get raised were against me."

"What's in a name?"

Ask some manufacturer who has been convicted of violating some state or the national pure food and drug law, and whose conviction has been given wide publicity. The writer knows one whose business, following such a conviction, was given a severe jolt.

"What's in a name?"

Ask the advertiser who lied to the people. His business never got to the point of "diminishing returns." It never grew enough to suffer resistance of any kind.

"What's in a name?"

Ask the salesman of many promises—and little performance. Talk of Peary discovering the North Pole! Why, this salesman discovered it long ago.

"What's in a name?"

Ask the employer who "drives" his employees. Ask the man who sucks them dry of ideas and then turns them adrift—a fashionable habit of cotton and woolen mill executives in dealing with the force of designers. As for the designers, well, they will talk.

"What's in a name?"

Why, ask the man who wishes to borrow money.

He knows.

Great is the value of a good name. When most needed it serves best. When in need a friend indeed. Always it is based upon

previous right action. Always it depends upon present right action.

#### Some More Costly Experiences

An eastern store uses the slogan, "This Store Undersells Every Competitor." From this store, a young man bought certain small pieces of hardware at ten cents a dozen. He bought many other things there. Soon thereafter, needing some more of the ten-cents-a-dozen article, and being short of time, he bought the articles from a competitor. "What price, please?" he asked.

"Five cents a dozen," was the answer.

Very suspicious of the store that undersells all competitors is this young man now. Yes, he feels so bad about it that, somehow or other, he cannot seem to refrain from telling it to everybody he meets. Strange, isn't it?

Another young man bought an advertised pair of suspenders. After wearing them fully a year, a small part gave out. This the young man sent to the factory, enclosing ten cents as payment for a new part. Promptly the new part came back—and the ten cents. You would think that there was some value to a good name if you heard that young man talk. You would think that Napoleon had scaled the Alps. His experience with others could not have been particularly gratifying, otherwise he would hardly have thought it worth while to say so much about the action of the suspender maker. Have you anyone talking for you?

Whether it is a reputation for getting printing out on time, for never substituting, for giving generous measure, for courteous treatment, for being able to do something better than somebody else, or for living up to agreement, it is all the same. A good name advertises well. Always, the reverse is true of that which displeases.

"What is the price of pinks today?" came over the telephone to a florist.

"What's your name?" came the answer.

"What difference does that make in the price of pinks?" came the retort.

Result—the receiver was hung up without explanation.

The inquirer firmly believes now that this store has two prices—as the store had previously admitted having the pinks. Upon

mentioning the incident to an acquaintance, the latter told of an experience he had had with this store. Both persons are now wholly satisfied that Mr. Florist is irretrievably bad. Likely to happen, this, at any time, when customers are not treated rightly.

A young auditor, while looking over an inventory of a wholesale grocery house, was told that one gallon in bulk was equal to five quarts, "Full quarts" the labels read. It was bottled goods. That young man has done some tall thinking since then.

#### Expensive Discourtesy

A western office supply house advertised for salesmen. In response to this advertising, some excellent salesmen inquired for particulars. Soon these were forthcoming. Application blanks were included amongst the literature. Shortly these application blanks, properly filled out, and having excellent endorsements, for all these young men were really of sterling character, were sent in. To this day, no reply has been had.

"See that?" said one of these young men, pointing to a write-up in a trade paper, "That tells why we got no answer."

Sales had been so large that the factory could not fill orders. Under the circumstances it would seem as if the slight courtesy of notifying applicants would not have ruined the institution. This courtesy would have won friends, and the name of the concern would not have suffered thereby.

"What's in a name?"

The writer would be interested to know what a goodly number of advertising men think of a certain house that advertised certain prizes for selling ideas. After keeping them waiting long past the appointed time, this house notified the contestants that in that body of trained men not one had been able to present a usable idea. Considering the comparative smallness of the prizes, this house could much better have afforded to give the prizes than not to give them. It is just possible that the ideas were there—and that the gentleman or gentlemen back of the contest were not clever enough to see and apply them.

Many is the man who has not been able to see a good point until it was hammered into him with a sledge hammer.

As for the impression obtained by all these contestants, it certainly can be nothing but bad.

In selling to retailers, advertisers often promise much in the way of advertising help which afterward does not materialize. Naturally, this incenses the retailers. Thereafter, when fortune occasionally brings forward the advertiser's name, these men curl up their lips in contempt.

Does it pay to play the great game of business in this way?

All men slip up at times. The writer has done so. His friends have done so—and their friends—and friends of theirs.

Even the best-intentioned persons fall from grace occasionally or once in a long time. The thing to do is to reduce the number of these times to the minimum. When that has been accomplished, the question of the value of a good name will no longer exist. There will no longer be any question about it. It will be fully understood that a good name has great value.

## Our Colleges Need Reforming

By ELEANOR LATHAM

**W**HILE I believe that the following editorial from the *San Francisco Argonaut* is a little too strong, there is enough of sober, solemn truth in it to make every friend of the cause of education stop and think.

The editor of the *Argonaut* has been most unfortunate in his acquaintance with college-bred men. I have personally known several who could write clean English—and in legible handwriting—when they graduated from college. In fact, I have known several who have had some well-deserved fame as writers before they got their sheepskins.

Several college-bred men—to my personal knowledge—have begun at the bottom of the newspaper business and have worked up by the same kind of merit that has marked the rise of their less degree-decorated fellows. And I have known college-bred men who plunged so deeply into their work that they forgot that there were any such things as fraternities and athletics.

The editor of "Who's Who in America" states that nearly sixty per cent of all the people named in his book are college graduates, and that about seventy per cent had had some college or university training. And people must have done things to get their names into this book.

On the other hand, I do believe that colleges need reforming. A much larger proportion of their graduates ought to be

"trained men." And the way to accomplish that desirable end is, as the *Argonaut* suggests, to reform their practice and discipline.

Let me add a word of constructive criticism. In their practice, let them educate for efficiency and not for show. Let them show their students how to develop all of their latent powers and possibilities. Let them insist that the student earn his own living by producing wealth in a practical way.

But here is the *Argonaut's* editorial:

### "AS TO 'TRAINED MEN'"

"President Hadley's remark in his address at the University Golden Jubilee on Tuesday that the problems of the time call for trained men is one in which all men of affairs will concur. But there are differences of judgment as to what constitutes a trained man.

"Surely our colleges, whatever else they may yield, are not giving us trained men, and in the opinion of the *Argonaut* they never will do it until they reorganize and reinspire the teachings and influences of collegiate life.

"The *Argonaut* has always been pre-disposed in favor of the college man. Its work in all departments calls imperatively for discipline, judgment, and some culture. In recruiting its service trial has again and again been made of the college-bred youth, but never with any approach to success.

"We have never yet been able to find a college-bred youth, without a long subsequent practical drill, who could write clean English, or who could even write a hand which the printer could read.

"We have never yet found one whose knowledge even within the lines of his special study was dependable or ready.

"We have never found one who did not wish to begin at the top of the ladder, nor one who did not find it imperatively necessary on the very busiest day of the year to cut his duties for the sake of attending some kind of an athletic or fraternity meet.

"Not one of those from Frank Pixley down whose work in the *Argonaut* has been an element in its character and influence has been a man of college breeding. This remark applies not only to the *Argonaut*, but to many other publications of the country representative of journalism in its higher rank.

"It is only a few months ago that there was assembled at a dinner table in the Century Club at New York a little group representing the very highest forces in American journalism—including the editor of *Harper's Monthly*, the then editor of the *Century*, and others of equal note—when through a chance inquiry it was developed that only one present was a college-bred man.

"In other spheres, too, the college-bred man is not found to be a trained man—trained in the sense of being equipped above others for the larger duties of social and other kinds of progress.

"Luther Burbank has reluctantly borne testimony to the fact that he has never yet been able in his work to make use of a college-bred youth. Those that he has tried, he declares, are so wedded to theories, so instructive in their mental attitude, as to be an obstruction rather than a help in his operations.

"All of which may be taken to indicate that the young collegian is not always, if ever, a trained man in the sense of being prepared beyond other men for the higher opportunities and duties of life.

"The trouble with the ordinary college career is that it tends through its diverting side issues—athletic, social, and other—to vagrant habits both physical and mental.

"Our colleges, it is true, ought to give us trained men, and this is only another way of saying that they should reform their practice and discipline."

## The "Touch of the Shoulder"

By A. St. P. Reynolds

THE SCIENCE of war develops curious traits among men, and none more curious than the "touch of the shoulder."

A battle cry, full throated and awful in its meaning, such as "Remember the Maine," "Remember the Alamo" and other deep, vengeful slogans, the shrill bugle call urging men on when the cries of the officers are lost amid the din of the battle, are all of them but fleeting, passing inspiration when compared with the solid, comforting, resolute, firm pressure of a comrade's shoulder against your own. It has won more battles than any other factor and it helps men to put up more stubborn defense against tremendous odds than any other thing that can be done.

The brilliant, flashing charge against the enemy is like the lightning of genius, spectacular and uncertain of success, but the old reliable, plodding advance, shoulder to shoulder, with elbows touching is the maneuver that bears the brunt and wins the day in time of strife, and it is these same tactics which "bring home the bacon" in these piping times of peace.

It is "co-operation," this "touch of the shoulder," co-operation, the knowledge that there are others beside, before and behind you to see you through, to pick you up when you fall, and to bear the brunt of the load if you get down.

It is the secret of organization-success. In the ranks of any institution this practical sentiment thrives like a green bay tree, and welds the scattering units into one stout whole.

It is like a pile of fine steel filings, useless and impotent in their divided condition, yet strong enough to drive a giant steam engine, or a great ocean liner when welded into a solid shaft, and each part made to co-operate, or to touch the shoulder of each other part.

# Some Random Thoughts on Salesmanship and Business Building : *by* A. F. Sheldon

## The True Basis of Profit

**I**T IS necessary for us as business men to analyze the concept "profitable" with some care. I know merchants, or rather storekeepers who seem to fail to realize that profit is the difference between the total cost and the selling price, and they forget to figure in the totals in the cost.

A man at a furniture convention in Minneapolis not long ago said, "Mr. Sheldon, there is something wrong with my business. It's sick. I wonder if you can diagnose the case."

I said, "What's the matter?"

He said, "I work year after year, and it seems to me I am making money all the time, but when the year rolls around I don't seem to have any more than when I started in."

I asked him what rent he paid.

He said, "I don't pay any rent. I own the building."

"Don't you charge up anything to rent?"

"No," he said, "I tell you, I own the building."

"Suppose you were going to move out, would you give somebody the use of it for nothing?"

"No, certainly not."

"What does that dresser cost you?" I asked.

He replied, "\$11.50."

"What do you get for it?"

"\$15.00."

"What do you make?"

"\$4.50."

"How do you get that?"

"Why, that's the way they used to figure when I went to school."

I finally got at the total gross sales of that man's business and the total expense, and I showed him that on that dresser he was making just thirty cents instead of \$4.50, and then he felt like thirty cents.

There are thousands of merchants, or rather storekeepers, in whose business there is no more system than there is to a dog fight.

Great men and great institutions reflect Nature's laws; and one of Nature's chiefest laws is the law of order, system. Those who violate that law must pay the penalty in the sacrificing of profits.

## The Interdependence of Business Departments

There is a false concept abroad in the land to the effect that the salesmen of the world are about the whole thing when it comes to business, using the term "salesmen" in the technical sense of that term. If the profits are not what they should be, business men are prone to place most of the blame on the shoulders of the salesmen.

It is difficult indeed to over-estimate the importance of efficient salesmanship in the technical sense of that term, but it is a truth that the profit-making power of an institution as a whole depends upon what we may term the business economics of that institution.

I use that term, not in the sense of judicious saving alone, economy, but rather in a sense analogous to the definition of political economy—"the science of the production and conservation of the material wealth of nations." Thus we may define business economics as "the science of the production and conservation of the material wealth of business institutions."

There are four grand divisions: first, the general management; second, the finance—the raising and disbursing of funds; third, the producing or providing; and, fourth, the sales.

But, after all, why does the manager manage? That finally the good stuff may be sold at a profit.

Why is that sedate and conservative financier financing? That ultimately the good stuff may be sold at a profit.

And why is the provider providing? For the same reason.

In final analysis, therefore, on this continent of commerce, in the land of trade, all roads lead to the sale.

The departments are not independent, neither are they dependent; but they are all



inter-dependent. And just as no chain is stronger than its weakest link, so is no business stronger than its weakest department.

I have known the otherwise possible profits of splendid salesmen to go glimmering through the inefficiency of the people in the other three departments.

#### The Light of Wisdom

When man comes to the full-orbed day, the full light of intelligence, namely, wisdom, he comes to see that the square deal pays. He sees that, aside from all questions of right or wrong or where we are going to when we die, there is money in ethics in trade. He sees that there is more in business building than in mere business getting. He comes to see that the science of business is the science of service. He sees that it's a literal truth that he profits most who serves best.

The zone of service is the zone of profits.

Our master merchants are master servants in their line.

In one of your great neighboring cities you have probably the greatest living retail merchant, John Wanamaker. One day he said this to me: "If I can serve the public better than any other merchant in this community, the people will make a beaten path to my door."

Not long ago an ex-employee of John Wanamaker's said to me, "Mr. Sheldon, Mr. Wanamaker once got us together, and among other things said, 'When the customer enters my door, remember he is king. Forget me.'"

The danger is in passing the pivotal point. Occasionally you will find a man who gets a wrong concept of this.

I know salesmen, or rather order-takers, who want to serve the customer so well that they cut the throat of the transaction and spill the life-blood of profit. It may be a service, in a way, to the buyer, to sell him goods at a very low price, but the servant is worthy of his hire. We cannot serve very well or for very long unless we make a profit. It's all clear when we see that the profit we make is but the pay we get for the service we render.

#### About the Power of Persuasion

I love Emerson, but, do you know, I sometimes think that his mouse-trap phi-

losophy is getting out of date. No matter how good the mouse-trap is, in the absence of publicity to make the world know about it, the people will not tear down the tall timber trying to get to the factory out in the woods.

Don't misunderstand me. All the publicity in the world, either by the spoken word of the personal salesman or by the written method — advertising — will not make permanent and profitable patrons in the absence of merit in the goods. But we must have publicity.

And what is salesmanship?

It is the power to persuade people to purchase product at a profit.

Now, that power does vary in different men. It varies in different aggregations of men in institutions. And it behooves us then as business men to inquire, "Whence comes that power? Can it be developed? Can it be strengthened?"

Of persuasion there are two kinds—the direct and the indirect. The more I study this great problem of trade in all its phases, the more am I inclined to place more and more importance upon indirect persuasion — the unselfish advice of satisfied patrons.

I believe in advertising. It's the great fire under the boilers of business. It does help to make things warm. Advertising of the right kind will sell goods.

But the best advertisement in all the world is the wagging tongue of the satisfied patron—the endless chain idea—each patron the first link in an endless chain of patrons. And in saying that I do not under-estimate the value of the spoken word of the personal salesman, the power of direct contact between buyer and seller.

#### Sauce for Goose and Gander

I once went into a store to see the manager. He hadn't come in when I arrived, so I went up to the balcony, at the back of the store, where he had his office. I found out afterwards that the men call it the "animal cage." When he finally came in, I noticed that he didn't look to the right or left, didn't have a kind word for anyone; had a "monarch of all I survey" sort of an expression.

I began to talk to him about the education of his people.

He said, "Do anything for these blankety, blank people? I guess not. They don't do anything for me. Some of us business men in the town wanted a certain ordinance put through. We asked our employes to vote for it, but they wouldn't do it."

I looked at him a moment and said, "Well, I don't blame them. If the situation were reversed and you were working for a man in whose heart was the spirit of hate, you would do the same thing. Sow to the wind and you reap the whirlwind. Sow hate and you reap hate."

On the other hand, those employes were wrong. I will tell you what I would do if I worked for such a man, and it isn't because I am better than other folks; but from a purely selfish standpoint, I would serve him with all my might while I served him. And one of two things would happen. Either I should make him ashamed of himself or else some good employer would find me out.

If you are serving an unappreciative boss, serve him the more—and I am talking from your standpoint.

The time is coming, indeed, with many it is here, when employers and employes see that their interests are absolutely mutual.

What we need in business is the star team, not the team of stars.

When Hugh Jennings took over the Detroit American team, he had a team of stars, each one working for himself, not willing to make a sacrifice hit to advance the other fellow to second.

But Jennings was a great organizer—he would make a great business man, a salesmanager. He was an organizer and harmonizer. He got the boys to playing as a unit. Then he had a star team instead of a team of stars. They won the pennant three years in succession.

When all the players in a business team pull together, then the institution makes so much money that it can afford to do more by those who are helping that big game, and will.

#### Value of Character Analysis

Almost all business men say, "Well, I am a pretty good judge of human nature by intuition."

That's a good side-stepper. I said the same thing too for a good many years, but I am beginning to wish that earlier in my business life I had studied how to judge men a little more carefully. I make mistakes yet, but not as many as I did before I got down to the basic principles of reading men.

Bignell, Superintendent of the Omaha Division of the Burlington Road has made a big record. I once asked him: "How do you account for your more than ordinary success?"

He replied: "More than anything else, to my ability to read human nature, to put square pegs in square holes and round pegs in round holes."

"How do you get that?" I asked.

"By studying the science of it. I have purchased everything I can find on the subject. I want to know railroading, yes, but I want to know human nature as a branch of knowledge which I can apply to the railroad business."

#### Psychology in Business

I believe that all too long the dear old science of psychology has been up in the clouds. Yet you find many people still laughing at it. They are mostly in the backwoods.

As a matter of fact, all trade is a mental process. This writing of the order and the check is merely the clinching of the deal. The meeting of the minds of the buyer and seller is the real transaction.

Ask the next ten salesmen you meet this question: "What happens in the mind of the customer before the sale is made?" and then write me a letter and tell me what reply you get.

There are four mental conditions that must be induced in the mind of the prospective patron before the deal is made.

From the viewpoint of business building, there are six, and the first of these is favorable attention. Please mark the emphasis on the "favorable."

It is a law of mind as certain as the law of gravitation is a law of matter that favorable attention properly sustained will change to a feeling of interest. That's no theory; it's a fact.

And it's another law of mind that the interest born of favorable attention, when

properly sustained, will change to a feeling of desire—wanting. And it's another law of mind that desire made strong enough will change to action, which in commerce is the act of purchasing your goods.

If those four mental states are induced in such a way that the feeling of confidence enters the mind of the other fellow; after the goods are shipped, if the quality is so good and the service so excellent that the feeling of satisfaction happens in the mind of the customer, you are a business builder.

It's so strange to me that so many men, understanding the science of it, fail to practice the art; that a man seeing the law, does not apply it.

But the term "psychology in business" is

sometimes mistaken by the ignorant to mean "hypnotism."

If I had the power, if you had the power, to go and hypnotize a man and get his order that way, you would be just as big a criminal as you would be if you would bind his arm and take the money out of his pocket.

But it's one thing to paralyze the will, which is hypnotism, and it's quite another thing to guide the mind through logic to the conclusion that you desire so that you may serve the person persuaded. One is intelligent persuasion and the other is paralysis of the will. It is only ignorance that necessarily links up hypnotism with psychology.

## Don't Lose Momentum, Keep Advertising

By LUTHER D. FERNALD

THE *habit* of buying your goods is the big thing you're aiming at in your advertising. There's no profit in first sales.

"Season advertising" for a couple of months at the best selling-time of the year may start a lot of people to buying your goods; so far, so good. But just at the very time when a lot of people are *almost* won over, the "season advertiser" stops—and a lot of potential buyers are lost just as they are almost won.

The advertiser who breaks his advertising into seasons when he could profitably advertise the whole year through is like an engineer shutting off steam every alternate hour—slowing down, stopping and starting up again after a while. (You know it takes four times as much energy to start a limited train as it does to run it a mile.) The spasmodic engineer (and advertiser) doesn't use as much steam in a given period of time; but he uses more steam in getting where he wants to get—and it takes a whole lot longer.

And that's only for travel on the level ground.

It's even greater folly for the engineer to stop when he is *almost* at the top of a hill; he loses all his momentum, and if his brakes aren't good he slips back.

The man who's almost won over by your advertising gradually slips back, and

you've practically got to begin all over again with him—you're back at the bottom of the hill.

Keep your advertising going all the year 'round if you want to keep your goods moving; don't shut off the power during the summer—or any other time. Win over the consumer you've almost won over; and keep the consumer who has begun to buy—*keep him in the habit of buying.*

And don't forget that advertising all-the-year-'round—creating a consumer-demand all-the-year-'round—wins over the dealer who isn't quite won over by spasmodic demands. Most dealers don't notice spasmodic calls for advertised goods; but when calls come right along, day after day, week after week, the trade will fall in line and buy and sell all-the-year-'round.

And this reacts again on the consumer, keeping him in the habit of using your goods.

When you advertise continuously instead of spasmodically, you'll spend less for advertising in the long run—and you'll "get there" sooner.

There is also some food for thought in this idea for the salesman—for anybody who wants to make the most of his momentum.



### Flaidom Gets a Watchword

**W**IGGINS' kid brother was graduating from the high school, so we all went around to the commencement exercises. We shouldn't have had any peace in the office if we hadn't. Wiggins had been talking about it intermittently for months and chronically for weeks.

The high school was "classy," Wiggins had told us. The infants there had their tea-fights, functions, receptions, balls, proms, frolics, and jinks just like society. And, though he admitted it with the soft pedal pressed down hard, Wiggins had to own up they had their frats, cliques, sets, crowds, jealousies, heart-burnings, sensations, and scandals—also just like society.

We all felt some misgivings about taking our drabness and pokiness into such brilliant company, but Wiggins promised that we shouldn't be the only "old stiffs" in the crowd, as many of the graduating class were going to let their fathers and mothers attend. So we kept close together, tried to look as gay and careless as possible considering our responsibilities, and got into the seats that Wiggins' kid brother had graciously reserved for us.

It was a brilliant scene, as the papers pointed out the next morning. Fussberg and Dubheimer got restless early in the evening and tried to break away, but Socratic and I held them quiet, and we all survived the entire program without mishap.

For a full report of all the things they did to us, you will have to see the papers of the morning after. I should expect nothing more gentle than a thorough boil-

ing in oil if I were to tell you how the most of it affected us.

### A Promising Youth

But there were some redeeming features. Among them was the valedictory. The young fellow who did it had no more than begun before we all hunted him up on our bedizened programs. And we all made a mental note of the name, John Charles Flaidom. Then we all sized up the lad on the platform again. He looked good to us. His address was straightforward, simple, terse, and free from any affectation of cleverness.

"Know Flaidom?" Socratic wanted to know of Wiggins, as we were drifting forward in response to Wiggins' invitation to go up and congratulate his brother.

"Oh yes," jubilated Wiggins, "he has often been out to the house with Reggie." "Reggie" was the label that had been tied to Wiggins' kid brother.

"Will you do me the honor of presenting me?" Socratic begged.

"Sure thing!" patronized Wiggins. "Just as soon as we have congratulated Reggie."

Reggie was blasé about it all, so we turned hopefully to the valedictorian.

"What are you going to do, now that you are through high school?" Socratic asked Flaidom, after Wiggins had solemnly intoned the introduction.

"Why, I haven't decided on anything yet, Mr. Socratic. I've been so busy with my school work that I haven't had a chance to think much about it."

"Would you mind coming around to the office to see me some time soon?"

"Glad to, I'm sure," the lad smiled. "I'll be in tomorrow."

"Thank you," bowed Socratic. "Shall I look for you at about nine in the morning?"

"Nine o'clock shall be the hour," agreed the newly-fledged graduate. Then we found our way out of the theater.

"Brilliant boy, that Flaidom," remarked Wiggins, as we walked up Fifth street hill. "I predict a great future for him."

"I always disagree with you as a matter of principle, Wiggins," objected Fussberg, "but this time I can't. Just as the exception to prove the rule, I'm not going to start an argument."

Don't you see any room for it?" demanded Socratic.

"Why no, I don't. It's a long time since I have had the joy of giving my blessing to so promising a youth. Why did you ask him to come and see you unless you thought he was a find?"

"He has unusual promise, I'll agree, but didn't you all see that, up to the present, at least, he has failed to acquire the very foundation stone of success?"

Well, we howled and protested. Then we demanded to know what he meant. But he only said, "Wait and see."

#### Whither Bound?

So we were all on hand, busy at our desks, next morning at nine o'clock. At half-past nine, young Flaidom came in with a courteous and apparently sincere apology. He had been unexpectedly delayed at the theater, where he had gone to see about taking down the decorations of the night before.

"Want a job?" inquired Socratic, after the opening remarks.

"Yes sir," replied the youth, respectfully, but with tones as clear and direct as his gaze. "Even if I should decide to go to college this fall, I shall want something to do this summer."

"What kind of a job had you thought of taking?"

"Oh, anything that will give me a chance to earn fair wages."

"Prefer something in the line of your chosen profession, I suppose?"

"Why, I haven't chosen my profession yet, Mr. Socratic. Of course, Mother wants me to take up the law, because my father was a lawyer. Prof. Latham thinks that I should be a success as an engineer.

Sis wants me to go in for medicine. My uncle, Mr. Dewey, thinks I ought to take up business as a career. I hardly know which to take up—or whether to take up any of them. I have thought of the government consular and diplomatic service. I've done pretty well with my French, German, and Spanish. Then I've done a good bit of writing, and have been told that I could make good in newspaper work. Anyhow, I've got lots of time to look around and make up my mind. If I go to college, I'll not have to decide until I get through, and that will be four years yet."

"Let me see, you said something last night about life being strenuous, didn't you?"

"Yes, sir, I did."

"Many obstacles to be overcome, many enemies to conquer, many hardships to endure, many Alps to be battered down?"

"That was the idea."

"Ever notice the pools north of the high school in the city park?"

"Yes, sir—they're there after every rain."

"Beautiful, clear, soft water, isn't it?"

"Yes, when it first falls. But it soon gets slimy and green, and smells bad."

"Ever see the Missouri River?"

"Yes, sir. We used to live in Dakota."

"Water flows along all right, doesn't it?"

"Oh yes. But you never know where to find it. It will sometimes shift its course several miles in a night."

"Does it accomplish anything? Batter down any mountains, turn any mill wheels, irrigate any fields?"

"No sir."

"Ever been through the Royal Gorge, in Colorado?"

"Yes, sir. Came that way about a year ago."

"What has the Arkansas River done there?"

"Cut a gash two thousand feet deep and miles in length through solid granite."

"Gorge very wide?"

"No sir, it's very narrow. The water has been cutting away at one narrow strip of rock for thousands of years."

#### The Fitting Foundation

"Well, Flaidom, apply the lesson. What's the answer?"

"Do you mean that I ought to decide what I want to do right now, and then keep plugging away at that one thing?"

"Think you'll get very far if you don't?"

"But I'm not like the water in the pools—I keep moving. I'm not like the fellows that have so little purpose in life that they spend hours idling in pool rooms, saloons, on the docks, in cigar stores, and on the street corners. I want to get more education and a broader view of life before I decide on my profession. If I don't go to college, I shall finish my education either in some practical work or by travel."

"Think you ought to go into any profession or business unprepared?"

"Why, no. Of course not."

"Same preparation serve for medicine and for business?"

"No, I suppose not. But ought not one to have a broad, general foundation upon which to build his special preparation?"

"Perhaps, in a sense. But would you lay the same foundation for an art gallery as for a sky-scraper office building?"

"I see. Both should have broad and deep foundations, but the foundation should be adapted to the superstructure. I'm going to give the matter some careful thought during the next few days and decide what I am going to do."

#### Some Successes that Failed

"Know Pickdale?"

"Who—Lawyer Pickdale? Yes, know him too well."

"Did you know that he began to study law when he was twelve years old, and has devoted all his time to it ever since?"

"Yes, I had heard that. But he's so mean and crooked that no one trusts him. He's a regular shark in the law, but his knowledge and skill only make people fear him more."

"Know Lyoncarp?"

"Yes, they say he's one of the smartest and most skillful surgeons on the Coast. But he puts in so much time with his golf, hunting, and fishing, that he's always poor and in debt."

"Know Brownlyn?"

"Oh yes, everybody knows poor old Brownlyn—rich as mud and getting richer every minute, but as miserable and hopeless as a sick pauper."

"But all these are successful in the professions they chose for themselves, aren't they?"

"Well, I should say that they are successful as lawyer, surgeon and financier, but not as men."

"Keen work!" approved Socratic. "Now, why do they fail as men?"

"Well, there are many causes, I suppose. It would be hard to say unless we knew all the circumstances?"

"Let me ask you another question. What is your purpose in going into a profession or business at all?"

"Why, to make a living, of course."

"Yes, you want to do that. But Brownlyn does that, doesn't he?"

"Well, I suppose he does. But I want to do more than that—I want to enjoy life as I go along."

"Yes, that is worth while. But Lyoncarp does that, doesn't he?"

"I should say he does. But I want to have the honor and respect of the people around me."

"Yes, that's a good thing, too. But doesn't Brownlyn have that?"

"Sure he does. For all his riches, he's strictly honest, even if he is so selfish that it makes him wretched. What I want is the combination of all these things."

"Yes, that's a good combination to go after. But don't you suppose that all these men wanted that very same combination when they started out on their careers?"

"Well, it would be hard to imagine their not wanting it."

"Then, why haven't any of them won it?"

"Well, they didn't go after it right, that's all."

"How are you going after it?"

"Why, by keeping those things in mind and taking care not to do anything that will cause me to lose any of them, I suppose. That doesn't seem to fit the case very well, either. Because it is so hard to know beforehand just what the result of an act will be. But there must be some way of making a success of life."

#### The One Fixed Purpose

"How about Irvane, Flaidom? Do you call him a success?"

"Yes, he certainly is. And he's a man

to pattern after, too. I know him well. And his great word is *service*. Why, say, I do believe that's the secret! Funny I never thought of that before!"

The lad was laughing with pure delight in his discovery.

"That's it—that's it!" he went on, slapping his knee. "If Pickdale, Lyoncarp, and Brownlyn had only used the yardstick, 'Will it serve the public?' to measure all their doings, they would have succeeded as men, as well as in their professions. Great stuff, Mr. Socratic! Isn't that what you have been leading up to all the time?"

"You are even better than I thought, Flaidom. Now that you have the idea, what are you going to do with it?"

The young fellow sobered down instantly. And for a moment he was thoughtful. Then he said, "Now I see why I have felt all up in the air about my career. I was like the Missouri River, wandering all over the plain, with no fixed purpose. I knew, in a way, what I wanted, but I had no idea how to get it. But this straightens everything out for me. Now it will be easy to decide whether or not to go to college, and what profession to take up, because I will have a principle to guide me.

"Mr. Socratic, I want to thank you. Service! Irvine's watchword—and mine."

### Make the Dog Trot

I WISH to goodness I had a man in my employ I could trust to look after the business for a few days while I go up to San Francisco and attend the hardware dealers' convention," growled Myop. "But there isn't a man in the store that can think for himself."

"Have to do all their thinking for them, do you?" Socratic wanted to know.

"Even to telling them when it's time to have their hair cut," was the snarl.

"Ever see that dog of Crawson's?"

"What, that fat beast that rides on the front seat of his auto?"

"Yes! Ever see him walk?"

"Now you speak of it, I don't believe I ever did. Can't he?"

"Crawson says he can scarcely crawl—has been riding so long that he has lost the use of his legs."

"'Nuff said, Socratic. Do you think that I have let my clerks' power of thought atrophy because I haven't let them use it?"

"Think it over, Myop, and then answer it for yourself."

## "Seeing" an Opportunity

By ALBERT SIDNEY GREGG

IT HAS been said of a general who failed that he was unfit to command because he waited for somebody to tell him what to do. He lacked insight and initiative.

The same holds true in business. As one man aptly expressed it in speaking of a very successful publisher: "He can see further into the brick than other men."

The mind to see and the will to act determine failure or success.

A few years ago a young man started a business in a way that may be suggestive to other young men who yearn for independence, but who cannot "see their way."

He was a country school teacher on small pay. If anybody had told him that in a few years he would be at the head of a big, prosperous and growing concern, he would have laughed at the suggestion. But that

change actually took place, and this is how it came about.

The teacher was frequently asked by the wives of the farmers to bring various household necessities from the village store when he went to town.

Eventually it occurred to him that he could make an honest dollar or two by taking orders for groceries, tea, coffee, and spices, among the farmers. His plan was successful from the start. He bought at wholesale and sold directly to the farmers, making his deliveries on Saturdays.

He next worked out a plan for selling groceries, tea, coffee, and spices by mail, to farmers, shipping the goods in car load lots to a town and arranging for the farmers to come after their goods.

Now the E. C. Harley Co. of Dayton is pointed out as one of the strong concerns of that city. E. C. Harley was the country school teacher who had a mind to "see" and the will to act, and he won success.

#### A Successful Account and Collection Device

In the same city of Dayton, famous for cash registers and airships, a system for preventing bad accounts has been developed within the last two years. Those who got in right at the start will make a fortune.

Ingle Brothers are the heroes of this little business venture. They were grocers, and had the usual list of bad accounts.

Finally one of the firm developed a plan which practically put the credit business on a cash business. It was done, in brief, by issuing brass money which could be used by the customer in paying for groceries.

When the customer opens an account he is asked how much credit he wants a week. If he says ten dollars, he is handed ten brass dollars, and charged with \$10. When he makes a purchase he pays with a brass dollar and receives his change in brass nickles and dimes.

As the end of the week approaches and his supply of brass is running low, he realizes that he must find the real coin and pay for his first installment of brass money before he can get another supply. The plan is death to running accounts which are so hard to catch. The inventors say it cut their bad accounts to almost nothing in a short time.

The brass money is kept in an ornamental case with glass tubes for the various denominations of coin, a drawer for each clerk, and a simple system of accounting.

When a company was formed last year to finance this enterprise the stock was sold almost as soon as it was offered.

The young grocers are on the way to fortune because they had the "seeing mind" and did not have to be told.

The sure test of the "seeing mind" is: Do you have to be told or do you strike out for yourself.

If you are leaning on somebody, quit it now.

Learn to lead by standing alone, by relying on your own resources.

It will do you good to make a few mistakes and take a tumble now and then.

You will be wiser when you get up.

Believe in yourself. A firm conviction that you are able to do the thing will help amazingly in "seeing" things.

If you are confident and persistent in your efforts you may find a pot of gold laying around loose on which you can put your brand.

### Improving "Each Shining Hour"

By C. R. Lippmann

A TRAVELING salesman who called on me the other day, said: "I make two kinds of sales, my regular sales and my 'all velvet sales.' What do I mean by 'all velvet sales?' I'll tell you. They are sales picked up unexpectedly and between the minutes.

"For example, the other day I was riding in the train from X to Y, and in conversation with the man on the seat next, I found out that he was a prominent retailer from somewhere on the line on his way to the market. Gently I zigzagged the conversation to the subject of my goods, advertising novelties, and soon we made our way to the baggage car.

"My trunks were buried under a lot of others, but a 'silvered' handshake with the man in charge soon brought them forth.

"To make a long story short, before I reached my destination I had sold a fat bill of goods and made a new customer who has since given me repeat orders.

"Another time in a medium sized city I was walking along the street when I noticed in the window of a bank the usual orthodox legend about the capital and the undivided surplus, and underneath in small type: "Established 1884." I went in and told the officers that this was their "silver anniversary." They hadn't thought of it before. I walked out with an order for a 'Silver Anniversary Souvenir' in my pocket."

"A habit of reading idly debilitates and corrupts the mind for all wholesome reading; the habit of reading wisely is one of the most difficult habits to acquire, needing strong resolution and infinite pains."—*Frederic Harrison.*



# How Would You Come Out of a Thorough Sifting and Culling Process : by F. L. Oilar

WANTED—A young man to fill a position paying a salary of \$25,000 a year, with a chance for an increase.

**H**OW MANY applicants would an advertisement such as this bring? Many thousand, no doubt, if widely circulated.

The young man that has worked from early till late, year after year, with his eyes on the clock and his mind on pay-day, would no doubt say to himself, if he should happen to read the appeal: "That for me, I knew I would strike something after a while, and here is my opportunity."

And the college man would say, "Ah, that is what I have been looking for, that very kind of position. I knew there were a few such to be had and this is my chance. I don't believe in starting in at the bottom, at any rate."

How many hundreds of other young men there are that are looking for such a snap and wonder why they are not more easily found.

But read on:

Requirements: applicant must have an absolutely clean character, to shoulder responsibility.

Ah, there is the rub—*Responsibility*.

A salary to be paid some one that can shoulder and carry a weight.

That advertisement is pretty broad, isn't it? It not only means that the man should be clean from now on, but requires an absolutely clean character. That brings up the past and changes the chances for a great many. Now, how many applicants would the advertisement bring?

Thousands of snap seekers would read the first part with a great desire to see that office, with its fine equipment. But after reading the second part they would drop their aspiring hopes, after a little reflection. "I knew it," they would whine, "it takes luck and a pull to get that kind of job." Then they would go on plodding

in the same old way, waiting for the next job to come that will pay \$25,000, or even less, that has no requirements.

## An Ancient Sifting Process

Handling the responses from such an advertisement in any trade journal or other periodical, would be like the search for ten righteous persons in those cities of the olden time that were threatened with destruction unless the ten could be rounded up. Every corner was searched. The tens of thousands of inhabitants were sifted and culled and hunted over. And, after all the scrutiny, only four were found. And one of them, a woman, lost her life because she let her curiosity get the better of her.

Only seventy-five per cent of even the righteous reached safety.

That was a pretty good percentage of the number that escaped, but how about the three as compared with the total of many thousands, who were destroyed.

Pretty serious, isn't it?

And yet things are going on at about the same ratio now. Look around you and see.

Could there be found three that would fill the requirements of this advertisement? If not, why not? What is becoming of the young men of that calibre?

## What is Included in a Sale of Services

Twenty-five thousand dollars a year!

What does that mean?

Does it mean twelve hours a day, or does it mean from eight a. m. until noon with an hour for lunch and then back until five p. m., or eight hours a day, until noon on Saturdays and off all day Sundays and holidays? Is that what a year means?

Not much, it means twenty-four hours each day for three hundred and sixty-five days in the year.

You say, "What? No time for recreation? No one can stand the strain of work all of the time for any money."

Ah, there is the point. When a man is employed he is employed outright, for all there is in him all of the time. His services

are sold. That doesn't necessarily imply that he is to crowd forty-eight hours into ten. It does mean that he must put in all there is in him while at the office. When out of the office he must spend his time in the interest of the concern for which he works, by building up his physical and mental systems so that they will keep up under the responsibility while at the office. How many people there are that are not keeping their systems in good shape for the next day of work.

If you watch your employes you will see that it is not their eight or ten or twelve hours' work a day that is killing them, but it is what they do after the day of work that is putting them on the vacation list so often.

How many people have you heard say something like this: "In the office for the concern. Out of the office, none of their business."

That is very common, but is that the right policy?

There is too much "I don't care" about it and not enough of "What shall I do to be saved?"

Some time ago I got into a barber's chair and told the barber what and how I wanted my hair trimmed. He, being an excellent barber, fixed me up all right. I know it was all right because no one said, "Where did you get that hair cut?"

When he got through he handed me a mirror that I might inspect the sale, saying to me, "Does it suit you?" He should have known that an advertisement on the back of my head like stair-steps would hurt his business worse than it would me, because I would not have known it, unless some one had asked me, "Who cut your hair?" If it had been a poor job the barber would have lost that customer, no doubt, at least wouldn't have gained him. If the inquiring person happened to be a particularly close friend of mine he might lose another customer.

#### "Just Good Enough"

"Does it suit you?" He should have said to himself, "Does it suit me?"

Catch the point?

We are too anxious to do just enough to hold our positions—just a small increase

in business to let the boss see that we are getting better.

Isn't that natural?

That reminds me of the professed salesman that used to be employed by the same concern that I was. When he had a good sale early in the day he would say, "Well, I have earned my salary today. You fellows get busy. If you want me, I will be upstairs asleep."

Just enough to hold down the job!

That is the mistaken idea of too many people, from school days up through life, just to slide through.

"Three out of many thousands."

Not much show for most of us! That is true, but there are going to be some good sized boots to fill some day and some one will have the privilege of filling them. It will be a case of the survival of the fittest.

Did you ever notice some people who think, when they have a position, that they are fixed for life? Some of them are.

It is the fellow with an ideal that doesn't stay fixed, for he sees something of greater magnitude ahead.

You will notice, too, that everything that was ever accomplished was first an ideal. But the dreamer didn't wait for the revelation to come about, he got busy and went after it. By so doing, he benefited others by helping himself.

When one gets that kind of germ working in one's system things are bound to come to pass.

Once upon a time there was a little boy who wouldn't eat any dinner because he wanted to save his appetite for the mince pie. But when the pie was served his mother told him that boys who wouldn't eat were too sick to be allowed any mince pie. That's just the way it is with the pessimists. They won't enjoy today because they are waiting for a better day, but when the better day comes they will find that they have no part in it because they refused to enjoy today.—*The Optimist.*

Live, as it were, on trust. All that is in you, all that you are, is only loaned to you. Make use of it according to the will of Him who lends it; but never regard it for a moment as your own.—*Fenelon.*

# The All-Aroundness of the Human Being and Its Development : *by* H. D. Brasefield

**O**UR SUBJECT, the All-Aroundness of Man, is a comprehensive one.

"The greatest study for man is man and the greatest thing in man is mind."

One cannot help but marvel at the tardiness of humanity in taking up a scientific study of the individual human being, to get a clear understanding of the laws that govern his existence and upon which his growth and well being depend.

Our good friend Burbank has said, "Just as soon as we become as intensely interested in the culture of the human being as we are today in the culture of plant life and animal life, it will be easy to produce results more marvelous in race development than have ever been accomplished in the vegetable or animal world."

He further asserts, "Before this result can be accomplished, there must be a realization of the fact that every provision has been made by the Creator of the Universe for the perfecting of what seems to be the last great word of creation—the human being."

## **The Possibilities of the Human**

You have noticed that I have spoken several times of the human being. I believe that the time will come when we will designate man generically as the human, use the term "man" to designate the male of the human and continue to use the word "woman" to designate the female.

The most obvious expression of the human is the body, and the first requisite of an all around man is the right kind of body.

Of anatomy, physiology, and hygiene, most of us know very little.

In the story of young Sidis, the son of Professor Sidis of Harvard University, we are informed that he was able to pass the required examination for entrance into the medical college of Harvard University on the questions of anatomy and physiology when he was but seven years of age.

This same boy, by his father considered to be only normal, by Professor Rice of the

Department of Psychology of Columbia University considered a prodigy, at the age of two was able to read the English language; at the age of four could speak in Russian, German, French, Latin, Hebrew, as well as English; at the age of five he made a calendar by means of which he could tell the day of any date in the year; at the age of nine he was well versed in the great principles of astronomy; at the age of eleven, entered the post-graduate department of Harvard University, having already completed a three years' college course in Tufts College; and recently lectured before the mathematical department of the University on that most abstruse and difficult problem of pure mathematics—the fourth dimension.

You may be inclined to agree with Professor Rice and say that the boy is a prodigy like the many others who have appeared from time to time, especially those gifted with unusual musical or mathematical ability. But Professor Sidis, his father, says that the boy's ability is largely traceable to scientific methods used by himself and the mother from the very first day of the boy's existence.

He is willing to acknowledge that the boy has a good inheritance. This acknowledgment is to be expected from his father. The mother is a graduate of a medical school. The father is a polyglot, speaking all the languages that the boy spoke at the age of four. Nevertheless he asserts that in the main the boy's remarkable ability is due to scientific training.

In making this claim, he agrees fully with the prophetic utterances of Burbank who has from platform and through magazine often made the statement that when we come to understand the laws of human life and put ourselves willingly into harmony with them, we will get as a result a most splendid type of the human.

If this boy of seven had sufficient knowledge of anatomy and physiology to pass a University examination, certainly we adults ought to have a sufficient knowledge to help

us to understand the problem of right living and true development as it connects itself with the body.

#### Four Attributes of Physical Fitness

Perhaps we may be able to get a better idea of the importance of a well developed and well organized body if we were to think of it as a machine, say an electric motor.

You are all familiar enough with the general construction of a motor to know that its worth depends first of all on the use of first class material in its structure, and secondly, the utmost care in the mechanical workmanship so that every bearing runs smoothly, and every joint is well made.

Whatever may be the use for which the motor is intended, it is compact and well formed according to the models that experience has proved to be the most efficient for each different kind of work.

We might say of it that it is symmetrical. This word is made up of two parts—the first, "sym," meaning together, and the second part, "metros," which means to measure; the underlying idea being that a body is symmetrical when its parts, measured and fitted together, will produce the ideal type of construction.

We further know that every piece of steel, every piece of iron, every piece of copper that enters into the construction of our motor is tested before used for its strength.

Further, as the machine is constructed, it is plainly kept in mind that one of its characteristics must be endurance. The machine whose maker can demonstrate that it can run for a long time with little wear and tear will have the market.

Further, a good motor implies activity. The machine is to be used. No one buys a motor to place it under a glass case as a parlor ornament. The purchase is made that work may be done; that results are to be accomplished.

These four words—symmetry, strength, endurance and activity—that so aptly describe the characteristics of our motor can be used also to describe the four physical characteristics of the body of an all-around human being. And these characteristics can be realized through obedience to fixed

laws. This will mean, to many, a complete reorganization of the physical habits of life, but we can be assured that the change will pay.

#### Breathing Right

Let me give you some of these laws. One of the most important is, breathe right.

Physical trainers and physicians who make a business of examining for insurance policies say that most people use less than one-half of their lung power. Other things being equal, therefore they develop less than one half of their possible life force.

The lungs, if fully inflated and deflated, raise and lower the diaphragm, massaging the liver and other abdominal organs, and thereby keeping them in tone and enabling them to perform their functions properly. This means also a larger supply of oxygen, greater purification of the blood and the proper repair of wornout tissue, hence better bone, better nerve, better muscle.

#### Right Exercising

Another important law is, exercise right.

This is a question that each individual must settle for himself, determined largely by the character of his daily activity. But every one will need to study the problem; for whatever may be the line of work it will at best only call into play certain muscles, leaving the others undeveloped. It is a law of Nature that what is not used is abused, for it atrophies. The dwindling of any one set of muscles impairs the efficiency of all others.

For those in sedentary life, exercises that will call into play the muscles of the back and of the abdomen are especially recommended.

Breathing and exercise stimulate the circulation. This means healthy skin action. The pores of the skin, with the perspiration, throw off the poisons that are a consequence of the breaking down and wearing out of tissue by mental and physical activity.

#### Right Cleansing

We are therefore led logically to the fourth law, cleanse right.

The daily bath of hands and face is practically established as a custom. We would do well, however, as the old Greek did, to realize that every part of the body

needs to be washed each day. Some temperaments thrive best with cold bathing. Others cannot endure much cold water. But all can take a daily bath of some kind—cold preferably, if there is a healthy reaction. This serves to tone the whole system as well as to assure the cleansing of the whole body.

Dr. Luther Gulick, who had made a study of the body and its relation to man's efficiency, makes a statement in his book on "The Efficient Life" that "Bathing is not only a necessity from the standpoint of cleanliness, but still more from the standpoint of a right mental attitude; for from a sense of cleanliness comes a feeling of power and a responsiveness to higher ideals."

He further asserts that we must go farther than the aphorism, "Cleanliness is next to Godliness," and realize that Cleanliness is Godliness; that a clean body will make us responsive to good impulses.

#### Right Drinking

The use of water for bathing the exterior of the body is not its only use. It is the best all-around drink that has been provided for man and beast. Eighty per cent of the substance of the body is water. It is being thrown off through the lungs, skin, and kidneys. This waste must be supplied by a generous quantity taken into the system. Each individual must decide the quantity for himself, only taking care that a generous supply is furnished. In the morning on arising, before taking breathing and other exercises; in the middle of the morning; in the middle of the afternoon, and early in the evening are good times to drink water. If at each time the larger part of a pint of water is consumed, the system will be well supplied under ordinary circumstances. If one's activity is muscular, accompanied with a great deal of elimination by perspiration, the drinking of as much as three or four quarts will supply the needs of the body.

#### Right Eating

The next law is, eat right. This involves two problems—what to eat and how to eat.

It is probably true that what is one man's food is another man's poison. But experiments are demonstrating clearly that

a diet made up of foods as nature produces them is the diet upon which the human thrives best.

Plenty of fruit, a modicum of cereals, plenty of vegetables and a few nuts, well masticated (for this is the only method) will soon largely if not entirely eliminate the desire for highly seasoned foods and a mixture of many different kinds of foods.

Horace Fletcher, in his splendid series of books, points out that Nature has supplied our tongues with what are called taste buds, the purpose of which is first, to give us delight in the food we are eating, and second, to enable us to reject, after thorough mastication, waste material that does not nourish, but only clogs the digestive tract and becomes a fertile soil for the development of disease germs. This is especially true of the fiber of meat. This thorough mastication will not take place if the food is made up of a combination of a large number of different foods highly seasoned, owing to the presence of the condiment which makes a long holding of the food in the mouth difficult.

#### Right Relaxation and Recreation

In the course of every day, with our thinking right, our breathing and exercising receiving the proper attention, having used water liberally inside and outside, having thoroughly masticated our food selected with the idea of meeting the best needs of the body rather than satisfying a perverted taste, it will be necessary for us to remember that this delicately constructed machine needs rest.

It is well to relax body and mind several times during the course of the day. We gain time by losing it, and by letting down we allow the machine to adjust itself and the nerve centers to become relaxed so that the action of muscle and nerve will be the stronger and more effective.

With this idea of relaxation there is also the idea of recreation, giving ourselves to something outside of our regular line of work that will call into play a different set of muscles and of nerve centers so that there will be a complete change in thought and in activity. It is like having several machines and using one while the other is resting. Everyone knows from the study of steel that constant use produces a crys-

tallizing in the structure, making it break easily. So it is in our physical machine. Constant use produces a condition where a break-down is likely to occur.

Recreation that takes the form of self-improvement is the most valuable.

Last but not least of the laws to be obeyed is, sleep right. This is Nature's provision for the repairing of physical wastes.

In order that the body may be repaired, the whole system should be completely relaxed and properly protected from cold. Every facility should be afforded for a generous supply of pure, wholesome air. The outside sleeping porch is a long delayed obedience to Nature's law, for man is not an indoor being but an outdoor being.

Obedience to these nine laws will bring about Symmetry, Strength, Activity and Endurance.

#### The Two Nervous Systems

I have already referred to the fact that "the greatest thing in man is mind."

I shall speak of mind as it refers specifically to those phases of consciousness that are directly connected with the cerebral nervous system, which includes the brain and the nerves distributed to the various parts of the body from the spinal cord.

The new psychology is beginning to raise a question whether the sympathetic nervous system is not wholly independent in its organic activity from the cerebral.

This sympathetic nervous system is made up of two score and more ganglia, that is, little bunches of nerve material from which radiate nerve filaments reaching every organ of the body. The most famous of these ganglia is the large one known as the solar plexus, situated in what is familiarly known as the pit of the stomach directly below the sternum. This was made famous by Fitzsimmons' knock-out blow, in his fight with Corbett.

Other large ganglia are situated at the base of the brain, in the region of the heart and in the lower part of the abdomen. Associated with these are small ganglia near each vertebra of the spinal column.

This nervous system is being studied, and a general interest has been awakened by the

suggestions that have been made by some of these students.

Only recently one in Connecticut made the assertion that after years of study he has come to the conclusion that the solar plexus is the real seat of life force.

Several times within the last few years have I heard students of psychology and the problem of education make the assertion that one of the greatest fields, practically unexplored, was that which was determined by the phenomena of the sympathetic nervous system.

I am inclined to view a human being as tripartite, each part having distinctive phenomena of its own and all three dominated by the individual consciousness which we call the Ego.

#### The Intellectual Processes

The mental processes by which the Ego functions through the brain and its extended nervous system are designated by the terms knowing, or intellect.

All the intellectual or knowing processes of the mind begin with sensation—the impressions made upon the mind, through the sense organs—eyes, ears, nose, fingers, and tongue—their nerves, and the brain.

These sensations are combined to form images. An image is the mental thing composed of all the sensations that have come to the mind from one particular object.

Images are combined to form concepts, which are the mental things that stand for classes of images.

For example, when you see a rose, your mind receives a sight-sensation. When you hear it fall upon the table, you have a hearing-sensation. When you smell its fragrance, your mind receives a smell-sensation. When you feel the velvety smoothness and coolness of its petals, your mind received a touch-sensation. When you chew the petals, your mind receives a taste-sensation. There may be several sensations of each kind. But they all combine to form, in your mind, the image of that rose.

When you have seen, heard, smelled, touched, and tasted many roses, you have a mental concept of the whole class to which each rose belongs. If you think in English, then that class is labeled in your mind with the word rose.

Concepts, or concepts and images, are combined to form ideas. By the perception of the relationships between ideas—a process in which we use the mental power of reason—we form judgments. Ideas and judgments are compared, their relationships are studied, and we discover Nature's laws. From the study of these laws, we arrive at basic principles—the principles that lie at the foundation of the Universe.

All this is the process of thinking. In order that it may be done accurately, quickly, and powerfully, it is necessary that a man have trained senses, through which he can then get a rich stock of correct mental images, made up of many reliable sensations.

The rare and valuable quality of judgment—sometimes called good judgment—is the result of trained senses, a rich stock of images, a large store of concepts, the knowledge of laws and principles, and a trained power of reason, gained by a study of practical logic.

Memory is necessary to hold the sensations in the storehouse of the mind until they are brought out, and by the process of thinking, united to form images. Similarly, images must be remembered until they are used in forming concepts, and concepts for use in the forming of ideas. The memory is also the storehouse of laws and principles.

The memory is susceptible of training, also, by scientific methods that have proved successful.

All progress is the result of imagination, which is nothing more nor less than the combination in new ways of the concepts and ideas held in memory. This, the highest and most valuable of all the intellectual powers, may also be trained and developed scientifically.

These three—thinking, memory, and imagination—are all the processes of knowing. And knowledge, used, is power.

#### The Subconscious Mind and the Feelings

This activity of the mind, has, by some, been called "the phenomena of the objective mind." Hudson has done much to bring about the use of this expression. Over against this as a sort of antithesis is the expression, "subjective mind," not now so frequently used as a few years ago, being

quite largely displaced by the term, "subconscious mind."

This is used to designate a class of phenomena which, up to a few years ago, were all classed as mental phenomena and believed to have their seat in the brain. I believe that we will rightly understand it when we conclude that they are phenomena of the sympathetic nervous system. These are the feelings. Among those that help toward success are reverence for and belief in a Supreme Power, spiritual in its nature, as the great First Cause of the Universe; love, by means of which one individual is drawn to others and made to feel a oneness with the others in purpose, ideals and life activity; a desire to serve, growing out of love, the basis of all the positive qualities; faith—faith in oneself, faith in others, faith in right principles and laws of conduct, faith in one's own work; earnestness, that zeal in what is undertaken that fires to achievement; honesty, the foundation of trustworthiness; justice, the guide to right conduct toward others; kindness, the warmth of character; cheerfulness, the sunshine of character; hope, by means of which the individual takes a large outlook on life; loyalty, by which one gives himself unreservedly to some great purpose or to some great institution; courage, which moves one to dare and to do in the face of great opposition or under circumstances that may include danger to himself and others.

These feelings, I believe, all belong to the subconscious mind, with its physical seat, so far as we can now understand, to be found in the sympathetic nervous system.

#### The Value of Suggestion

The subconscious mind is susceptible to suggestion. An idea once lodged in the consciousness will start a line of action in harmony with the suggestion which will be carried to its logical conclusion. In this connection comes another law of physical well being, think right. A right thought, through the subconscious mind, influences the whole physical organism. Right habits of thought, through the subconscious mind, result in health.

The subconscious mind is also telepathic. By this we mean that it is exceedingly sensitive to the mental condition of any

other person with whom the individual is en rapport, and further that it has a power of projecting itself so that there is a certain conveyance of thought at such times.

It is believed by some that the subconscious is also clairaudient and clairvoyant—that is, it hears and sees things the physical ear and eye cannot perceive.

No doubt, as I have touched upon these various phases, I have led at least some of you, and all of you to a degree, into a line of thought that is more or less new. But our literature of today, the drama, the magazine and novel, also public addresses of those who are teachers, are beginning to show that slowly but surely something of this idea is laying hold of the mind of man and that there is coming to pass a recognition of a class of mental or psychical phenomena that is independent of brain structure.

It was my good fortune recently to hear Dr. Morton Prince of Tufts Medical College, Boston, who, with Professor Sidis of Harvard is in the front rank of the psychologists. He made this significant statement: "No impulse started by either a thought, feeling or sensation within the individual's consciousness, or by another acting on that consciousness through the medium of the printed page or spoken word or projected thought, ever crosses the field of consciousness without making its impression. This impression may be retained for a long time in the subconscious until the condition obtains for its expression. Then it will rise into the field of waking consciousness and become an active factor in determining one's conduct."

He based this statement on his observations of various types of abnormal mental conditions and upon experiments made in the psychological laboratory.

He further asserted that the condition for expression could be made to take place by putting the person into a hypnotic sleep and making use of crystal gazing or automatic writing. He backed up his assertion with concrete cases that had come recently to his notice.

As we weigh this statement we come to realize that psychology as a science is yet in its infancy. There is a great field awaiting the attention of the student that will yield richly in a fuller understanding of

life and the laws that govern our mental activities.

#### **The Dominant Ego**

Back of all this there is the individual Ego—that something—that part of the great life stream of consciousness individualized (and I believe permanently so) which makes it a self-conscious entity. This is the seat of the will.

It is this Ego functioning through the sympathetic nervous system that gives rise to the feelings, and functioning through the brain gives us the processes of thinking, remembering, and imagining, and functioning through the body, gives us the customary physical activities.

This Ego, therefore, is a being of tremendous possibilities. The will is susceptible of great development through training. And being the dominant force in the all around man, its training is the most important of all man's duties in his progress toward perfection and consequent happiness.

#### **The Social Aspect of the Human**

We should fail to understand the human fully in his all-aroundness did we not come to realize that in addition to what is peculiar to him as an individual there is another set of phenomena that arises from his relation to other individuals.

The whole purpose of the creative process has been the production of this human, each individual being a component part of the race, having obligations to meet as a component part. These are his social obligations. No individual lives to himself alone and neither will one die alone, for whatever affects one affects all.

This brings us to the great law and principle of associative life—all for each and each for all.

Here we touch one of the great phases of human existence. It spells for us an ideal—Brotherhood. This ideal will express itself in co-operative activity, based upon the recognition of the oneness of the whole human family.

Therefore, let us maintain a wholesome attitude to anything progressive that may be evolved. By virtue of our fuller knowledge, let us get into harmony with the great laws of development, or unfoldment, that will make us leaders of our fellows.



The whole universe is under law—every individual with every part of his being. Our success is determined by the degree in which we become willingly obedient to these great laws and principles.

#### The Result of All Around Development

This knowledge and willing obedience will forever take us out of the ranks of the Knockers and Croakers so well pictured by Joe Lincoln in the following lines:

"Once, by the edge of a pleasant pool,  
Under the bank, where 'twas dark and cool,  
Where lashes over the water hung,  
And grasses nodded and rushes swung,  
Just where the brook flowed out of the bog,  
There lived a gouty and mean old frog,  
Who'd sit all day in the mud and soak,  
And do just nothing but croak and croak.

"Till a blackbird whistled, 'I say, you know,  
What is the matter down there below?

Are you in sorrow, or pain, or what?"  
The frog said: 'Mine is a gruesome lot!  
Nothing but mud and dirt and slime,  
For me to look at the livelong time.  
'Tis a dismal world!' so he sadly spoke,  
And voiced his woes in a mournful croak.

"But you're looking down,' the blackbird said.  
'Look at the blossoms overhead;  
Look at the lovely summer skies;  
Look at the bees and butterflies—  
Look up, old fellow! Why bless your soul,  
You're looking down in a muskrat's hole!'  
But still with his gurgling sob and choke,  
The frog continued to croak and croak.

"And a wise old turtle who boarded near,  
Said to the blackbird: 'Friend, see here:  
Don't shed your tears over him, for he  
Is wretched just 'cause he likes to be!  
He's one of the kind who won't be glad;  
It makes him happy to think he's sad.  
I'll tell you something—and it's no joke—  
Don't waste your pity on those who croak!'"

## Striving for Fame

By FRANK FARRINGTON

IT IS very easy to attract attention. It is very easy to become notorious. To attract favorable attention and become noted is quite another thing.

Some people achieve notoriety through infamous or criminal conduct and at its best notoriety always comes from something that gives the public an unpleasant impression.

#### "To Be Seen of Men"

There is a position midway between the noted and the notorious. It might properly be called the conspicuous. Some years ago a natty young New Yorker with an itching for celebrity attained conspicuousness by a simple method. Every morning he went through the elevated train on which he regularly rode down town and bade each passenger "Good morning."

At first people were mildly surprised, but thought little of the act. Soon however they began to grow curious and to take notice and before long every regular traveler on that particular train knew the name of that young man and inquiring strangers were met with the remark, "What! Don't you know Jerry Hall?"

Usually the one who aims at becoming conspicuous is satisfied when he accomplishes that and he fails to make his

conspicuousness stand for anything of value to himself. If a man sees a way in which he may obtain good advertising or make his individuality of value to him when impressed upon the public, then it may be worth while for him to try to become conspicuous, but conspicuousness verges on notoriety and it is rarely that the effort spent in acquiring it would not produce far greater results of a lasting nature if used in a different direction.

Tom Murray has been conspicuous but he made himself so in the way of advertising his business. His conspicuousness was an incident, not the main object of his campaign. It stands for something and has a money value.

The man who feels a desire for newspaper prominence may well curb his ambition and restrain his erratic impulses, remembering that prominence which comes quickly from doing something outlandish goes just as quickly and causes more amusement than respect for its subject.

#### The Right Kind of Publicity

The publicity given nowadays to men and events of small importance causes the bee of ambition to awaken in every man's brain a desire to be one of the people the newspapers talk about. It looks like so

desirable a thing to have one's picture in the papers, to be spoken of in double leaded columns under a twenty-four point heading.

It is more than merely sensible for a man to avoid publicity which is useless or sensational; it is wise. The cheap newspaper notoriety or conspicuousness which is so easily obtained is of no more value or satisfaction than a bubble and lasts just as long.

Any man who is anxious to become a newspaper celebrity ought to make up his mind that the way to gain that position and *make it worth gaining* is to do his work the best he can, drawing attention to the excellence of the results, seeking fame for the work rather than for the worker, in order that he may be celebrated for something that will make an impression upon the minds of people who find out about him. One's position should be prominent on account of a substantial foundation built up carefully with infinite pains to a height above other men, rather than on account of a balloon-like ascent which will last only as long as the air remains hot.

#### What's the Hurry?

People want to get to the top early in life. Men want to be famous young. They fail to realize that few young men

can accomplish in their paltry years that which will give them deserved fame. They strive and struggle for a chance to get into the spot light and finally find themselves conspicuous only as freaks or fools.

They are the fruit which, picked before arriving at maturity only dries up and is wasted. They might remain quietly hanging on the bough attracting no attention until arrived at the full ripeness of proper time but impatience, which is youth's un-failing attribute, will not allow it and a wizened, green nubbins is the only result.

One might almost as well try to put the green fruit back upon the tree as to push back into the limelight the star that has once failed.

There is rarely a second or third chance for a man who has tried the top and been found wanting. The only way to acquire fame and hold it is to wait until one has something with which to hold it. Boy wonders often become old men failures.

Apples picked green neither ripen to perfection themselves nor seed to produce other perfect fruit.

Fame is too elusive to be captured when sought. It is found only in the search for something really tangible.

Fame is incidental, not objective.

**T**HE men who I have seen succeed in life have always been cheerful and hopeful men, who went about their business with a smile on their faces and took the changes and chances of this mortal life like men, facing rough and smooth alike as it came.

CHARLES KINGSLEY

# *The Finding of Happiness*

**I** FOLLOWED happiness to make her mine,  
Past towering oak and swinging ivy vine.  
She fled, I chased, o'er slanting hill and dale,  
O'er fields and meadows, in the purpling vale;  
Pursuing rapidly o'er dashing stream,  
I scaled the dizzy cliffs where eagles scream;  
I traversed swiftly every land and sea,  
But always happiness eluded me.

Exhausted, fainting, I pursued no more,  
But sank to rest upon a barren shore.  
One came and asked for food, and one for alms;  
I placed the bread and gold in bony palms.  
One came for sympathy, and one for rest;  
I shared with every needy one my best;  
When, lo! sweet Happiness, with form divine,  
Stood by me, whispering softly, "I am thine."

BURLEIGH





### Why Cones had the Nerve

OUT IN Denver, which is in the more or less perpendicular state of Colorado, there is a man by the name of Cones—H. C. Cones, to be exact. He owns two suburban department stores. His brother, J. M. Cones, owns another, making three in all. These three stores are run on the same plan, both brothers sharing in the planning of the work and the working of the plans. And the tripartite business is advertised as "Three Rules."

Now the reason for the odd name of these stores is the fact that the policy of the business has been crystallized into three rules. Here they are:

- "A Good Article."
- "A Moderate Profit."
- "One Cash Price."

I don't want to seem officious, but I should like to suggest to the Coneses that they make it four rules, and add this one: "Good Service."

They have a right to that rule, because they live up to it.

You may have noticed that these four rules make no extravagant claims. They don't suggest any odious comparisons by the use of superlatives. They don't waste any words. Evidently the Coneses think that it is better to do more than they promise than to promise more than they do.

But what I started out to tell you was about a nervy thing that these brothers did a short time ago.

Now "Three Rules" never advertise in the newspapers. That's a nervy thing in itself, but they have succeeded in spite of it. I suppose they know their business, but I can't help but think that they would have made a greater success if they had used newspaper space. But that is beside the

point. They do advertise—by means of cards and posters. Here is the one I started to tell you about:

### Honestly, Now,

the following proposition is not a joke. We are not trying to be funny. We were never more serious or sincere in our lives.

In a prominent place in our store we have placed a letter box which we hope you will use. If you have any suggestion for the betterment of our store, if we have ever displeased you, if you've ever been offended, if you have a "kick" of any kind on anything or anybody in our store *we want to know it.*

We want to please you.

We want *this store* to be *your store*.

We want to conduct it *just the way you'd* like to have it conducted.

In a growing business with the attendant hurry and flurry, little things sometimes creep into the management that don't belong there.

If we're doing something we should *not* do, we wish you'd tell us, for we might fail to please some of these new customers we're getting every day without knowing it.

Write on the back of this card, if you wish, or on the tablet by the box. Write your name and address plainly, for we wish to repay you for your favor by sending you a little souvenir. It's not expensive, of course, but something you'll not be ashamed of.

Of course, if you've no criticism, a compliment will do, for we are human and everybody likes to hear good of themselves. (Children's letters not answered.)

There you are—the bars are down. Every old grouch and sorehead in the district had a chance. Took nerve, didn't it?

But the results showed why Cones had the nerve. Here is what the stores themselves had to say about the nature of the replies:

### You've Simply Got to Admit

that if you had conducted a business for seven years—and had put up a criticism box in your store—and had *hundreds of letters commending your methods*, and *fifty odd people* had said they had traded with you since your store was opened and *never found an article misrepresented*—you'd be mighty proud of that reputation, wouldn't you?

*Of course you would.*

*We have those letters and we keep 'em in the safe.*

Would we be fool enough to spoil that reputation with a single false claim?

*Of course not.* We'd be cutting our throat in a business way. That's why hundreds of people who get this card will absolutely *know* we are selling skirts that are worth from \$10 to \$18 for \$6.95.

The rest of the card is just good advertising of the specials of the day.

Eight thousand of these cards were distributed in the three stores. Considerably more than two thousand replies were received.

Mr. J. M. Cones, who wrote the cards, also writes a personal letter to every one who has sent in a reply to his card, taking pains to refer to some remark in the reply, so that the recipient of the letter will know that it was dictated especially to her—or him.

"What was the use of it all?" I asked Mr. Cones. "Did it repay the expenditure for cards, souvenirs, time, stationery, and postage?"

"It did pay," was his emphatic reply. "The results were even greater than we expected. It has brought us into closer touch with our customers, given us the names and addresses of the best of them, and greatly increased their confidence in us. They feel more at home in our stores—feel that they know the management personally, which is a great thing in any business."

Then I found that H. C. Cones had started in twenty years ago with a little room twelve feet wide and thirty feet long, five hundred dollars in merchandise, and some fixtures made in the back yard with a saw and a hammer. Now he and his brother have the three department stores, "Three Rules."

When I asked J. M. Cones to what he attributed the remarkable growth of the business, he said, "There is nothing remarkable about it. It is the just and only possible result of years of hard mental and physical labor."

Same old story! No matter where you seek for the road to the pot of gold at the foot of the rainbow, you find that it is long, hard, rugged, steep, and difficult.

### Newmort's Luck

ONCE IN a while some big, hulking fellow gets under my guard and puts up a hard luck story that would bring a lump into your throat as big as a bale of straw—if you took it at its face value. Says that he never had a chance to make good at anything because his father didn't have money enough to send him through college.

But I remember that Fra Elbertus has wisely informed us that people who will tell hard luck stories will have hard luck stories to tell. And then I remember the luck of my old team mate, Newmort, one of the best quarter-backs that ever called signals on the Belawpon gridiron.

"Mort," as we used to call him, showed up at college in about as destitute a condition as any Weary Wilhelm I ever saw. His only assets were, youth, health, a few nondescript clothes, an angelic smile, and courage enough for a regiment.

The rest is an old, old story—and yet it is ever new. And though it has been told so many times, there are thousands of people who don't seem to have heard it—or else they don't believe it.

"Mort" registered somewhere so far down the college ladder that he had to reach up to touch bottom—junior prep, or something like that. He told the treasurer that he would have to take a little time in paying his term bills, because he had to go to work and earn the money. The treasurer was a good sport himself—besides he liked the cut of "Mort's" jaw, so he told him to lose no sleep over the accounts.

"Mort" sawed wood, made gardens, shoveled snow, waited on tables, took care of furnaces, beat carpets, scrubbed hallways and recitation rooms, dug in the ditch, and did whatever work came to his hands

to do. Besides this, he carried more than the regular schedule of studies and won good marks.

Of course all this has been done before by thousands of ambitious young men—is being done now by thousands. But I'm telling it just to show that it can be done—that no young man who has taken care of his health and has no one immediately dependent upon him for support, need go without an education—or a *college* education, if you will have it that way. To my mind, it is possible for a man to get an education even in college.

### Getting a Real Education

But let me tell you some more of Newmort's "luck." Early in his college course he decided that he would make physical science his specialty—his major, as they call it on the campus. Likewise, he made up his mind that physics was about as useful as a snow-shovel in the jungle unless it was made to earn profits. So, thereafter, he earned his way by the practical application of his major science. In other words, while he was working out the theory of the thing in the physical laboratory, he was working out the practice of it at electrical and mechanical jobs.

He learned to string wires, hang bells, install telephones, put in electric lights, run steam and gasoline engines, repair all kinds of machinery, build automobiles, repair pipe organs, survey streets, sidewalks, drains, and property lines; and do many other things that made practical use of what he learned in college.

The result was that before his graduation he was in demand as consulting engineer on many problems, and earned more than enough money to pay all his school expenses. Another result was that he left college with his reputation as a practical engineer established, instead of having to begin at the bottom as most college men do.

Newmort's "luck" followed him after he received his sheepskin and was shown politely out of the front door of the college. He was sought after by many who knew his record. A wide range of positions were open to him—positions as engineer, as salesman, as partner in a business, and as a teacher of physical science. Being a bit of an idealist, despite the intensely practical

turn of his mind, he elected to teach. And, as a teacher, his rise has been rapid—first an instructor, then professor and assistant principal, and then, within a very few years after his graduation, at the head of a large and growing school.

"Mort" has stamped his personality on that school, made it a power in practical education, increased its enrolment, and raised high the standard of work done. Some big colleges have been after him and tried to get him away from his school, but the trustees would not let him go, putting the jackscrews under his salary as need required, in order to keep him. "Newmort is the school," they say.

### The Education of the Unlucky

In my travels around the country I meet thousands of young men, old men, and middle aged men. Some of them I have been watching for years.

I have seen young men in the trains and at hotels either sitting looking aimlessly about, reading—it's a desecration of the word—trifles lighter than air, spending hours upon hours, night after night, playing cards, dissipating their mental powers in idle gossip—or worse—and coarse "wit," and poisoning their bodies and brains with alcohol and nicotine.

I have seen these same young men, when middle aged, struggling hopelessly along, doing mediocre work, often out of a job, and complaining of their "luck." They never had a chance to get an education, they say, therefore they can't take the positions decked with salaries written in four figures.

I have seen young men sent to college by their indulgent parents, and supplied with plenty of money for what Elbert Hubbard calls "crams, exams, frats, spats, chips, chippees, Yale mixtures, Harvard beers, fears, tears, bromide, cubebs, yells, carcens, duels, bull dogs, and bull fights." We used to think, sometimes, that they were in great luck not to have to work their way through. But those who did work their way through seem to have had the best luck since graduation.

I have seen young fellows making good pay go about in patched clothing, with their feet actually through the soles of their shoes, "baching" in tiny hall bedrooms that

they might spend their money for books and instruments and correspondence courses. I have seen these same young men, when middle-aged, captains of industry and envied by the cigar-store lounge for their "luck."

I have seen sons of rich parents spurning all the advantages of wealth, determined to make their own way and win on their own merits. This is perhaps the hardest path of all, but it is also a "lucky" one.

And so, it seems to me to be a case of "you pay your money and take your choice."

When Newmort was in college, there were scores of young men in the school and in the town at the foot of the hill who wore good clothing, attended all the dances and theaters, hired livery rigs and took their girls over to the lake, made occasional Bacchanalian trips to "the city," and had a good time generally. "Mort" would have enjoyed some of these pleasures just as much as they did. Sometimes the lure grew almost more than he could bear. But he stuck to his bargain, and when the bunch went off in their rejoicing textiles to some place of crowds, lights, and music, Newmort would be dressed in greasy overalls, whistling merrily while he committed surgery upon a sick gas engine down in some dark basement.

The event shows that these gay lads had their good times first and are paying for them afterward, while "Mort" paid for his good times first, and is having them afterward. And his good times are more satisfying, more enjoyed by those around him, and last much longer than theirs.

## The Ethics of Being Cheerful

By Ray C. Rose

**C**CHEERFULNESS that comes of culture, and after understanding, is the highest mark of courage. It is as dominant and inspiring as the Victoria cross on the scarred breast of a veteran. Do you remember the God-loving and man-pitying cheerfulness of the old Bishop in "Les Misérables?"

Anyone not sodden in selfishness can give and be gay in the fair weather of health and success; but the cheerfulness that sits like a halo and shields like an ironclad is manifest when we can think

helpfully of others and encourage the depressed while suffering clamors at our own hearts.

The grace to face disaster with a smile of hope and a front of determination is what makes the man.

No life need be blighted by misfortune. Blight comes because we let affliction serve as an axis on which we whirl ourselves into a bewildered helplessness of woe.

If we appreciate fully that loss of money, health or station, ambition unfulfilled—all are superficial ills, and that the self within is unimpaired; that trial must pass away as all else passes away, then may we cultivate the inward calm that manifests in outward cheer.

Cheerfulness is a matter of conscientious and faithful effort in everything that makes for true happiness or success. The first essential of cheerfulness is restraint. To restrain the impulse toward gloom and despair is to produce the reverse tendency. The man without cheer carries his disappointments with him. He suggests incompetency to whom he may approach. If he tries to sell anything his bargain is sicklied o'er with the self-suspicion that shows in lack of cheer.

To cultivate cheerfulness is impossible except by a careful process of elimination, such as forgetting your troubles. Telling your woes is making them concrete. Don't saddle yourself with incubi.

First and finally, to be helpful is to be cheerful. Helpfulness is reflex in its action. Strive to cheer and you will be cheered. Your digestion will improve. Your prospects will emulate your digestion. Success cometh after.

I sat upon the adamant  
And chaos reigned abroad;  
The dawn broke through the turgid dusk,  
And Day, unfolding like a husk,  
Revealed the Cheer of God.

"His mind was so clear, his temper was so sweet, his standards of conduct were so high, that if any man had trouble with Baldwin, the presumption was that the other man was wrong."—An estimate of the late William H. Baldwin, Jr.—Worth while?

"I have known sixteen-hour wives of eight-hour men."—*Graham Taylor*.



# The PHILOSOPHER AMONG HIS BOOKS

*A great book is alive. Cut it anywhere and it will bleed. You cannot tell me that bugs and worms which crawl on people and make them jump have life and that books which move and fire the hearts of men to noble aspiration, to heroic duty, are without life.—Charles Reynolds Brown.*

**THE YOUNG MAN'S AFFAIRS—***By Charles Reynolds Brown. Thomas Y. Crowell & Company, New York.*

The author of this book is a master of rectilinear English. And it is a good thing that he is, because he has some pretty straightforward things to say. The processes of his mind are singularly clear and pellucid, and the products of it are of the same convincing quality. His words are short and all in common use, his sentences brief and compact, and his style direct and free from cant or verbiage.

So much for the way he puts his ideas. Now as to the ideas themselves. They are concerned with the main purpose, the intimates, the books, the money, the recreations, the wife, and the church of the young man. On all of these subjects, Mr. Brown is intensely practical, shows a broad knowledge of life as it is lived today, an optimistic and hopeful philosophy, and a grasp of spiritual realities. The book grips the reader from the very first, compels his agreement to the author's conclusions by easy but sound logic, lights the way with gleams of wit and humor, and ends each chapter with a sincere seriousness that leaves the reader on a plane of thought favorable to high resolve.

Young men will make no mistake in studying this book. Their parents, teachers, and friends will be glad to place it in their hands.

**LETTERS FROM A BASEBALL FAN TO HIS SON—***By S. Dewitt Clough. Cartoons by C. A. Briggs. Pen Sketches by Richard Sigmund. The Backbone Publishing Company, Ravenswood, Chicago.*

A young chap is off at the University trying to make the 'Varsity nine. His daffy daddy, a former pitcher with the old-time "Invincibles," writes to him letters of warning, advice, and congratulation. This is how the book is supposed to have happened.

The old man has a lot of good common sense, along with a fine accumulation of base ball sense, and he writes both kinds to his son in

base ball vernacular. Therein is the value of the book.

The son makes the team all right—as pitcher, too—and is the star in winning the championship. Then his father writes him that he is expected to come home and spend the summer putting some of his championship enthusiasm and determination into "the business."

The book will interest, amuse, and instruct. The cartoons and pen sketches are right over the plate. But why, oh why, Mr. Clough, did you have it printed on heavy score cards and tied tight together with a bit of red tape? I got cramps in all my fingers trying to hold it open while I read it.

**THE CALIFORNIA BIRTHDAY BOOK—***Prose and Poetical Selections from the Writings of Living California Authors, with a Brief Biographical Sketch of Each. Edited and Arranged, with an Introduction, by George Wharton James. Arroyo Guild Press, Los Angeles, California.*

I have often wondered which was most prolific in writers, California or Indiana. Here in this birthday book are quotations from about one hundred and twenty-five writers—all more or less Californians. And they are all writers who have succeeded in the world of letters, some of them being of the highest fame. I think, however, we may have to revise George Ade's witticism about Indiana when we apply it to the Golden State. You remember that some admirer of Ade's said to him, on being told that the humorist was a Hoosier, "Lots of smart people come from Indiana." Ade's reply was, "Yes; and the smarter they are, the quicker they come."

Lots of smart people go to California, and the smarter they are the quicker they go. Anyhow, out of the whole list, only twenty-one give California as their birthplace. From the quotations given, however, I take it that most of them are sorry that they were not born in their native state.



Many of the excerpts, as indicated in the foregoing facetious remark of mine, are descriptive of or apostrophising the beauties and glories of the Sunset State. I don't see how anyone can read them and not begin to plan on joining the favored folks on the Coast. To tell the truth, I'd like to go there myself.

The book is prettily printed and bound in boards in an artistic cloud effect. The right hand pages are blank except for the dates that guide your friends in writing down their names to show what day of the year they were born.

**MENTAL AND SPIRITUAL HEALTH**—By A. T. Schofield, M. D. R. F. Fenn & Company, 18 East Seventeenth Street, New York.

The author speaks in beautiful strain of that calmness and perfect peace, under all circumstances, which comes from resting in the personal knowledge of and communion with God. The basis of the work is orthodox Christianity, which the writer defends manfully in his opening address of the four of which the book is a report. These addresses are given from the standpoint of a physician who has found "psychologically that some varieties of nervous disease were wholly inexplicable without the understanding of the fact and powers of the unconscious mind"; and "theologically, that one great factor in ill-health of mind, nerves, and also body, was internal discord, the result of lack of peace of conscience or heart in spiritual matters, and what wonderful results ensued when the soul was really in touch with the Infinite."

**THE SHOW GIRL**—By Max Pemberton. The John C. Winston Company. \$1.50.

Let a man fall in love with a woman and marry her and, says the cynic, nine times out of ten that will be the end of romance. But make a man fall deeply in love with a woman and have her slip out of his life and he will move heaven and earth to find her. Then, after he has found her and has enjoyed wedlock for a few weeks, have her stolen from him under heart-breaking circumstances and one needs no great imagination to see what the grieved husband will do in pursuing his search. Mix into this a duel, a murder, a description of low and high Parisian life, a hypocritical preacher, a jolly young Irishman, a married woman who loves an unmarried young man, a possible loss of a great fortune, and there you have a few of the elements which make up a story from which one cannot escape. The tale is told delightfully in a series of letters.

**THE GOOSE GIRL**—By Harold McGrath. Bobbs-Merrill, Indianapolis. \$1.50.

When the young American consul fell in love with the Princess Hildegard of Ehrenstein it most certainly was a very foolish thing to do. An American may love a princess and a princess may love an American. But in Europe, where royal marriages are only political arrangements which use men and women as puppets, a marriage for love is something that scarcely ever

happens. Then there is a goose girl who is almost too angelic to be true. She loves and is loved by a vintner. The prime minister of Ehrenstein has arranged for the marriage of the King of Jugundheit. Neither the princess nor the prince had ever met. Besides, the king was a young man who had visited his kingdom only twice in fifteen years, and at the time of the arrangement he was said to be on a hunting expedition. It also appears that the little princess of Ehrenstein had been abducted and a sixteen-year search had been kept up. She had been found in a music hall in Dresden and had been brought back and given her royal place. Mr. McGrath has a merry time moving these puppets around so that the vintner turns out to be the king, the goose girl the real princess, the princess the daughter of the prime minister. Of course all ends happily, only the prime minister suffering disgrace for substituting his daughter for the princess. Of course the princess was innocent and was mighty glad to come to America with the man she loved.

A very learned English jurist, Judge Rentoul, in the course of an address at a London club, said that in his opinion there were fourteen common errors in life and these were:

To attempt to set up our own standard of right and wrong and expect everybody to conform to it;

To try to measure the enjoyment of others by our own;

To expect uniformity of opinion in this world;

To look for judgment and experience in youth;

To endeavor to mold all dispositions alike;

Not to yield in unimportant trifles;

To look for perfection in our own actions;

To worry ourselves and others about what cannot be remedied;

Not to alleviate if we can all that needs alleviation;

Not to make allowances for the weaknesses of others;

To consider anything impossible that we cannot ourselves perform;

To believe only what our finite minds can grasp;

To live as if the moment, the time, the day were so important that it would live forever; and

To estimate people by some outside quality, for it is that within which makes the man.

—*Today's Magazine.*

Loyalty, Faith and Truth,  
O'er us your scepter  
Wield;  
Negligence and Indifference  
Ever to your influence  
Yield.—*John C. Donahue.*

"The Universe is all good, at least good in the making; good striving on toward perfection."—*Simonds.*

30 Editions Since Publication

# It is Only Once in a Decade, not Oftener, that a Really *Great* Book is Written—this is One

We want you to read Jules Payot's "EDUCATION OF THE WILL," *because it is a great book*. No matter what your present position in life may be, this book will help you to greater achievement—greater success.

**If after reading "The Education of the Will" you tell us that you have not been benefited, have not been inspired to higher, nobler thoughts, have not been clearly directed to a better standard of life, *send the book back to us and we will refund the purchase price paid by you.***

The author, one of the foremost educators of France, proves that character is not wholly a matter of birth or heredity, but that through the education of the will, character can be formed and developed to the highest degree.

All that is necessary is that one possesses the *desire* for mental superiority.

No matter how richly endowed you may be mentally you can only go as far as your *will* will carry you.

If you follow the suggestions in this book you can secure mastery of your will, and that means not only spiritual but worldly supremacy, because your

*will* is the force that drives and directs your faculties; the higher its development, the more profitably you may *capitalize* your talents.

While the author's thesis is based upon the soundest laws of psychology, the book is written in plain, frank language, unclouded by abstruse scientific terms, and it is easily understood by the ordinary reader.

Every father and mother should *insist* that their children, from seventeen years of age upward, read this book not only *once* but several times.

**CAUTION**—Be sure that it is *Payot's* book that you buy as there is another book with the same title, but which has no relation to this.

THE EDUCATION OF THE WILL, by Jules Payot, Litt. D., Ph. D., translated from the French by Smith Ely Jelliffe, M. D., Professor Clinical Psychiatry, Fordham University, New York, 12mo, cloth, 450 pages, \$1.50; post-paid, \$1.60.

**Sheldon University Press**  
Area P. O., Rockefeller, Illinois

# SUCCESS-POWERS

FOR YOU IN

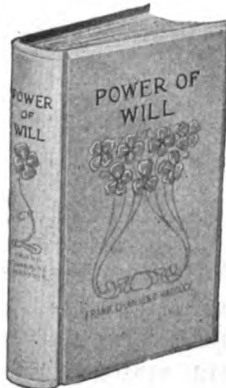
## "Power of Will" tells you

The Law of Great Thinking.  
The Four Factors on which great thinking depends.  
How to develop analytical power.  
How to think "all around" any subject.  
How to throw the mind into deliberate, controlled, productive thinking.  
Detailed directions for Perfect Mind Concentration.  
How to acquire the power of Consecutive Thinking, Reasoning, Analysis.  
How to make any topic yield ideas, instructions, material, for essays, speeches, compositions, descriptions.  
How to acquire the skill of Creative Writing.  
How to guard against errors in Thought.  
How to make the Will supreme in the Mental Realm.  
How to drive from the mind all unwelcome thoughts.  
How to follow any line of thought with keen, concentrated power.  
How to develop Reasoning Power.  
How to handle the mind in Creative Thinking.  
The secret of Building Mind Power.  
How the Will is made to act.  
How to test your Will.  
How a Strong Will is Master of Body.  
What creates Human Power.  
The Six Principles of Will-training.  
Definite Methods for developing Will.  
The Seven Ways that Moral development builds Will-Power.  
How to develop to a high degree the Mental Moods of Interest, Feeling, Energy, Permission, Decision, Continuity, Understanding, Reason.  
The Six Crown Principles for multiplying Will-Power.  
The NINETY-NINE STAR METHODS for using Will-Power in the Conduct of Life.  
The Seven Great Principles of drill in Mental, Physical, Personal power.  
The FIFTY-ONE MAXIMS for Applied power of Perception, Memory, Imagination, Self Analysis, Control.  
How to make the Eye a great power in Influence and Observation.  
How to develop a strong keen gaze.  
How to make the Eye yield values in Mind-Power.  
How to concentrate the eye upon what is before you—object, person, printed page, work.  
How to school the eye for power in business, society, public.  
How to force Will into the eye.  
How to cultivate a bright, attracting, intelligent eye expression.  
How to become aware of Nerve Action.  
How to keep the body well-poised.  
How to open the Mind and Body for reception of incoming power.  
How to exercise the nerves.  
How to throw off the mood of Worry.  
Affirmation of Supreme Well-being.  
How to overcome the tyranny of the Nervous system.  
How to secure steady nerves.  
How to keep the body quiet, controlled conserved in power, eliminating all nerve-force destroying habits.  
How to train the great executive servant of the Mind—the Hand.  
How to maintain the Central Factors of Body health.  
The First, Second and Third difficulties in Mastering Harmful Habits.  
The Law of Will-Power in Habits.  
The Mental Law of Habit Cure.

## "POWER OF WILL"

By FRANK CHANNING HADDOCK, Ph. D.

This great Training-System builds



Power of  
MIND  
WILL  
CULTURE  
MAGNETISM  
INTELLECT  
INFLUENCE  
LEADERSHIP  
MASTERY  
FINANCIAL  
ABILITY

Makes Masterful Men and Queenly Women.

Contains a vast amount of Direct Personal Instruction. Its hundreds of fascinating pages are crowded with the diamond-value discoveries of 18 years research by a keen scholar-philosopher-scientist. It tells in clear, pointed, easily understood language exactly what to do and HOW TO DO THAT for multiplied Success-Powers. Its instructions will make you a leader in any Business, Art, Profession, Society. Claimed by authorities "the most searching study of psycho-physical man in print." Read the very brief analysis given here and answer: "Can I afford to be without this lifetime Manual and Guide to Business, Financial, Personal, Social Success?"

**Price \$3.00 Postpaid.**

A noble volume, 400 pages, gilt top, choice paper and printing, 28 chaps, 30 original power poems. Superbly bound in royal purple rib-silk, size 6x9. "Edition Royale" now ready. Delivered anywhere on earth. Order your copy at once.

So extremely good that I will buy the book back from anyone who will part with it inside five days from receipt.

Descriptive booklet "SECRETS OF SUCCESS" mailed to anyone not already convinced of the NECESSITY of owning this Peerless Guidebook.

Tear this page out, write your name and address on the bottom, enclose remittance and mail immediately to

**Albert Lewis Pelton,**

Associate Manager: POWER-BOOK LIBRARY,

Berthens, Conn., U. S. A.

## "Power of Will" teaches you

The Seven Laws for ridding yourself of Profane Speaking.  
The Fifteen Star Methods for mastering Anger and Irritability.  
What the Psycho-Physical cause of the Drink Habit is.  
Nine long demonstrated regimes for mastering this curse (Rare Value).  
How to overcome embarrassing Hesitation of Speech.  
How to develop a direct, forceful, effective style of talking in business, society, anywhere.  
How to eliminate Mind-wandering.  
How to hold the mind closely upon any desired line of thought.  
How to speak tersely, emphatically, and think ahead for best expression.  
How to school yourself against Thoughtlessness.  
How to overcome Indecision.  
How to develop abundance of Thought.  
The Principles of Memory.  
How to throw Attention and Energy into Memory culture.  
The Psychological Principles for memorizing words, sentences, anything.  
The Inner Law of Memory.  
The Star Method for remembering the substance of any book.  
How to plan ahead in your career through the great Pioneer Power—IMAGINATION.  
How to plan conduct so as to avoid former mistakes of Thought, Action.  
How to make the imagination fill the mind with Life, Action, Energy, Beauty, scenes of Pleasure, Profit.  
How to work the Imagination for discovery and invention.  
How to improve mechanical devices.  
How to create and build new devices.  
How to make Imagination create for Literary Ability.  
How to make Imagination suggest improvements in business, the home, your environment, conduct.  
How to look into the Workshop of the Mind—and give ideas and thoughts Practical Creation.  
How to cure diseased Imagination.  
How to banish unhealthy mind states.  
How to banish fear of Men, Ill Luck, Death, Hell, Misfortune.  
How to arrive at best decisions.  
How to use the power of deliberation.  
What Francis Bacon said you must do to work (influence) any man.  
The First Principle for success in contact with others.  
The Mental Attitude you must hold to impress people.  
The Secret of Control of Others.  
How permanent Influence over others is secured.  
The Best Rule in the Control of Others.  
The FIFTY-FOUR MASTER RULES in the control of others.  
The chief difficulty of Public Speaking.  
How to use the Skill-Art of Influence before any audience.  
How to acquire Thought, Develop Language, Exercise Expression.  
How to be instructive, impressive, pointed, effective, clear.  
How to overcome stage fright and embarrassment.  
How to secure poise, power, persuasive ability.  
How to handle eyes, voice, body.  
How to deeply impress the audience.  
A scientific treatise with hundreds of rules for training the child's will.

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

THE NEW MEMBER OF THE POWER-BOOK LIBRARY  
**"BUSINESS POWER"**

*The Master Builder of Financial Ability and  
Commanding Business Personality*

A practical analysis and instruction book in the underground factors of present-day fortune building, with actual directions for those who seek commercial chieftainship.

By FRANK CHANNING HADDOCK

*Author of "Power of Will," "Power for Success"  
"Culture of Courage," etc.*

Here comes first announcement of the greatest—understand—the *Greatest* book on business power and success ever formulated. Nothing like it in literature. The general remark will be, "Where on earth did this author find so vast a mine of ready-to-use knowledge?" It is not a story of others' successes, it is an encyclopedia of rare, scientific rules, methods and result-producing plans for every successful business man, for the leaders in money-making, for those who are big men—or wish to be. Here is a very brief idea of contents:

Brilliant Methods for developing Personal Business Power.

The Fourteen Great Laws of Business Power.

How to Blend Business Functions.

Master Methods of Planning Business Action.

Specialized Directions (many pages devoted to each) for Canvassing Agent, Jobber, Broker, Real Estate Man, Merchant, Advertiser, Miscellaneous, The Man in "High Finance." Into this division alone is crowded more substance of the "how and what to do" than many ordinary volumes contain.

Superb MASTER REGIMES for Handling Immense Business Activities.

How the Underground Mind Grows and Acts.

How to Acquire Courage—Confidence.

How to Handle, Attack, and Maintain of Business Conduct.

How to Apply Various Phases of Business Action.

How to Unfold Magnetic Business Power.

How to have Physical Attractiveness for Business.

How to be Resourceful in Ideas.

How to Adjust to all Classes of People, avoid clash, have attractive manners, be Genuine and Self-Controlled.

The Great Hand of Power: Diagram showing where the powers are placed and applied.

How to know Human Nature.

Golden Laws of Business Adjustment.

Unique System of Psychic Bookkeeping. How to accurately gauge the credits and debits of your Personal Powers; to take your measure.

Ten Diamond Rules of Self-Power.

Ten Subjective Brilliances; including Personal Style, Business Language, Character, Self-mastery, The Front of Business, etc.

Ten Rubies of Success.

How to Increase Income on a solid, natural-law basis.

What the Great Economic Laws of Business are.

The Wheel of Power with Diagram.

Wealth.

Marginal Utilities: the basis of all profitable business.

How to acquire Leadership from this knowledge. The Origin of Initiative: the greatest of achieving qualities.

Groups of Initiative Combinations.

How to Climb by Initiative.

Initiative and Success.

Use and Development of Initiative.

Brilliant Lessons on Business Mentality.

How to Acquire Powerful Attention.

How to build the Mental Prism of Concentration.

How to cure Mind-Wandering: Scatteration.

The Pyramid of Business Concentration.

How great Mind Ability for Business is created and handled.

How to Develop Commercial Memory.

How to Assimilate what you wish to remember.

What the Basis and Control of Mental Processes is. Memory and the Brain Cells.

Inhibition.

Three Jewel Laws of Memory.

Diagram of Memory Processes.

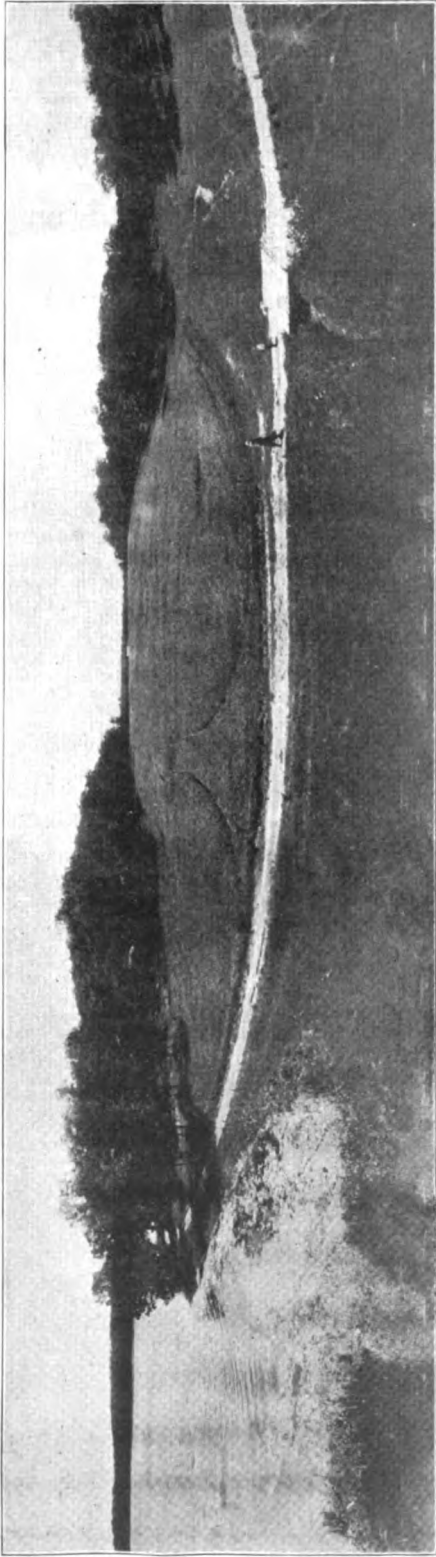
**PRICE**  
**\$3.20**  
**POSTPAID**

Size, 6 x 9 inches, rich purple binding, with designs stamped in gold; 600 pages, gilt tops. Uniform with "Power of Will" (see opp. page). Both books sent prepaid for \$6.00.

You are one of the 50,000 readers of "Business Philosopher" who have hunted and waited for this volume. It is brand new, in a virgin field never before entered; and mark this—it *will be the big thing in business literature for years to come*. No other magazine will offer this book before September. The Sheldon people think mighty well of the Power-Books (because they have them). Get the new book at once. If you don't see \$1,000 in value for each dollar you paid—in short, *Book Back—Money Back*.

**ALBERT LEWIS PELTON, Publisher**  
*The Power-Book Library* • MERIDEN, CONNECTICUT

# YOUR SUMMER HOME



**O**F COURSE you want to own a summer home. There is something in you that calls for woods, meadows, cool waters, and broad, comfortable porches, when summer comes and brick walls and paving stones shimmer and quiver with the heat. You need rest and relaxation.

You may have to be in the city on business during the day. But you are refreshed and renewed by the evenings and the week-ends at your summer home.

And it makes you glad to know that wife and babies are away from the glare, the blare, and the dust, getting strong and rosy at your summer home.

No, this is not a millionaire's dream. That summer home is within your reach. And, if your business is in Chicago, it is only an hour's run from that city—you can come out every night. If further away, you can come Friday or Saturday and stay until Monday.

For your summer home, I have just opened a new sub-division on the shores of Lake Eara—the most beautiful of all the famous lakes of Northern Illinois. It is only thirty-five miles from Chicago—three railways run from it into the city.

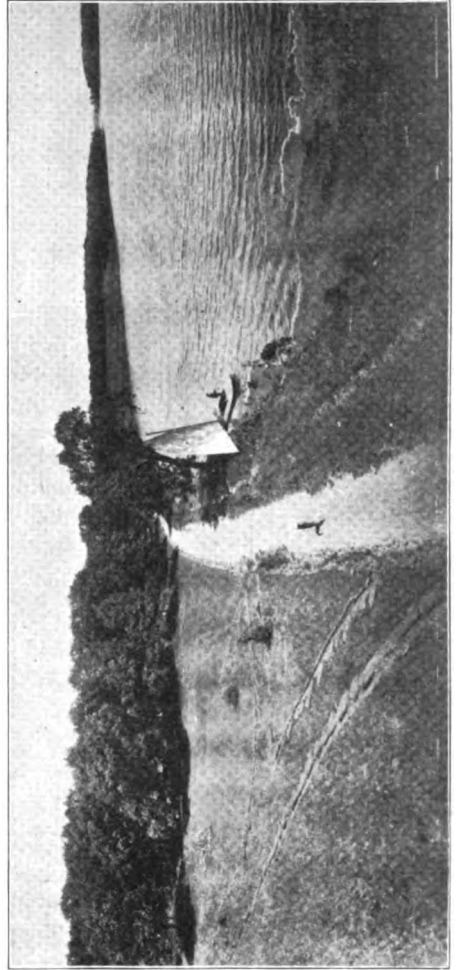
There are a limited number of lots, all at reasonable prices—first come, first served. When you buy a lot, you buy fishing, swimming, and boating privileges on Lake Eara. *There is no lake property so near Chicago at anything like the price.*

My primary object in opening this sub-division is to finance the first building of Sheldon Commercial University.

I want these summer homes, as far as possible to be owned by Sheldon Graduates or those in sympathy with A R E A philosophy.

*Write me today, saying you are interested,  
and I will tell you all about it*

**A. F. SHELDON**  
LIBERTYVILLE, ILLINOIS



# The Other Side

*"The House That Has a Hoover is a Home"*

THERE are two sides to the question of economy.

As a business man, you have studied Business Economy—perhaps reduced it to an exact science.

But haven't you overlooked or neglected the other side of the question, that equally important side, Household Economy?

Figure up what it costs you annually to keep your home clean. Add to the amounts paid to cleaners and renovators the wages of extra servants to come in and clean once a week or so. Consider the loss through breakage and wear and tear; and don't overlook your wife's doctor's bills, traceable to the strain and overwork.

As against this, put down \$125 for a Hoover Sweeper, which will do all your cleaning for twenty-five years. Add from \$2 to \$3 for the annual cost of electric current to run it, and you have the entire expense. There will be no "extras" to crop out from time to time.

**HOOVER**  
ELECTRIC  
TRADE MARK  
**SUCTION SWEEPER**

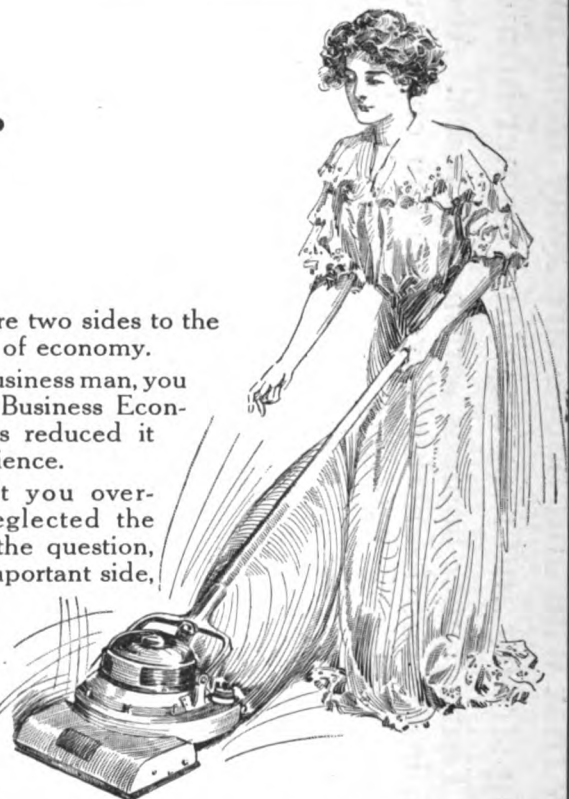
Is not a "suction alone" device. It combines Vibration and Brushing with Suction, affording the only thoroughly practical and effective cleaning principle.

It is strong, durable, efficient, convenient, the only machine a woman can and will use for every day cleaning.

Only a moment is required to put it into operation, and the lightest touch will move it.

Hose and nozzle attachments for every sort of cleaning are included in the equipment.

**The Hoover Suction Sweeper Co.**  
NEW BERLIN, OHIO



SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# GET TOGETHER PAGE

In this page our subscribers will have the *free use* of a four line space for one insertion. In this space they may advertise themselves for sale or may advertise for the services of some one else. Others—not subscribers to **THE BUSINESS PHILOSOPHER**—will be obliged to pay 25 cents per line for classified ads. In sending in your ads you should figure seven words to the line so that there will be no trouble over the insertion.

**ONE OF THE LEADING OLD LINE LIFE INSURANCE** companies, issuing exceptionally attractive policies, will grant liberal contracts as agency managers to two or three men having records as producers, in the states of Missouri and Illinois. Address Dept. 108, Business Philosopher.

**THE MIDLAND MUTUAL LIFE OF COLUMBUS,** Ohio, operates exclusively in Ohio. Good territory and good contracts await the successful producer. The most attractive literature and policy forms to be found anywhere bear the imprint of "The Midland." Address B. F. Reinmund, Secretary, Columbus, Ohio. (F.)

**WANTED—SALESMEN WITH RED BLOOD AND** determination to sell the Commercial Account Register and Duplicating Books. Territory guaranteed. References and bond required. Commercial Register Company, Buffalo, N. Y.

**WANTED TO BUY A LINE OF MEN'S SUITS TO** retail at \$5.00, shoes \$2.00, hats \$1.50, shirts 50c, neckwear 10c, hose 10c, underwear 25c, suspenders 10c, cuffbuttons 10c, collars 10c. W. S. Fornes, Market and Eighth Sts., Canton, O. F

**REPRESENTATIVE WANTED—WE WANT A** man with ability and ambition to represent us in Chicago. Must have good reference. Write us at once. Trade Mark Title Co., Ft. Wayne, Ind.

**WANTED—POSITION AS ASSISTANT BUYER** with reliable wholesale or manufacturing concern, age 33, 11 years' business experience, graduate of Commercial School and S. S. of S. S. Best reference. Chas. C. Bryan, 642 N. Elm St., Muncie, Ind. F

**SALESMEN WANTED—IF YOU ARE A CLERK** with natural qualifications as a salesman, I have an exceptional opportunity to offer you. If you are a merchant going out of business and looking for an opportunity to go on the road, my proposition will appeal to you. I want two or three capable men with the work habit, and who have energy plus. I want men with ability to sell goods all day long. I require references, also send an abstract of your qualifications. I have an advertising specialty proposition that interests all progressive retailers. Hundreds of the best retailers have endorsed my plan because they have found it profitable. Samples will go in coat pocket. My best salesmen are making from \$500 to \$1,000 a month. I want men who can do just as well or better. If you are of the right caliber, think you can handle a high-class, ready selling proposition, write me immediately before all territory is assigned. W. F. Main, Dept. 117, Iowa City, Iowa.

**WANTED—AGENTS TO TAKE SUBSCRIPTIONS** to **THE BACKBONE MONTHLY**—"a serum against softening of the moral spine"—a magazine *so different*, both editorially and typographically. Show a sample copy and there's a sale on the spot. Agents are making money with **THE BACKBONE MONTHLY**. Come on in! Sample copies, terms and blanks on request. The Backbone Society, 144 Fox St., Aurora, Illinois.

**START AN EASY AND LUCRATIVE BUSINESS.** We teach you how to establish a successful collection business and refer business to you. No capital required. Little competition. Rare opportunities. Write for Free Pointers today. American Collection Service, 165 State St., Detroit, Mich.

## Are You Going

from Toronto or any other Ontario point

to spend the two weeks' vacation from July 27 to August 9 at Sheldonhurst, near Libertyville, Illinois, at

### The Sheldon Summer School?

Then join the happy crowd of good and pleasant people who will leave Toronto at four o'clock on the afternoon of Tuesday, July 26th, by the

## Canadian Pacific Railway

That way you will get the best accommodations, the most pleasant traveling companions, and special rates. If you want further particulars about the train or the School, or if you want to know about those special rates, write at once to

**Milton Bergey**

12 Richmond Street, East Toronto

Phone Main 7319

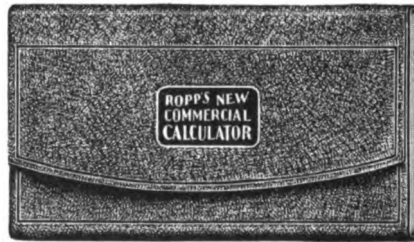


SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"



Improved 1906 Edition, 160 Pages, 6½x3½ Inches

# ROPP'S New Commercial Calculator & Short-Cut Arithmetic



Is from beginning to end a greatly improved, enlarged and thoroughly revised publication. It contains an entirely new system of unique Tables, Short-Cuts and up-to-date Methods. It is unquestionably the most complete, useful and comprehensive Calculator ever published. It has more than twice the matter, scope and capacity of Ropp's former editions, of which

## Nearly 1,500,000 Copies Have Been Sold

It is the most convenient and practical Labor-saving work ever used in the business world. It will make every one independent, sure and self-reliant in all practical calculations. It will prevent mistakes, relieve the mind, save time and labor, and often loss and trouble. Its Tables are adapted to all the trades and occupations in the city and country, and *Show the Answer as Quickly as a Watch Shows the Time.*

It also explains and simplifies the *principles* of Arithmetic, Mechanics and Mensuration.

It will make the study and *use* of Figures *easy* and interesting for young and old.

It will enable every progressive mind to become an expert, sure and *rapid* calculator.

It will prove a boon to all whose education in arithmetic has been limited or neglected.

Its 48 new cuts clearly illustrate the elements of Mechanics and Mensuration.

It defines about 70 points in "Commercial Law" which every man and woman should know.

It is the result of devising, and improving system after system; of spending thousands of dollars in experimenting; of making millions of miscellaneous calculations, and of doing some vigorous thinking during 38 years, by an analytic, practical and preserving mind.

It is especially designed for Farmers, Mechanics, Business and Professional Men, Bankers, Manufacturers and Dealers in Grain, Stock, Cotton, Coal, Lumber, Produce, etc.

OFFICE EDITION—9½ x 5¼ inches—Cloth binding, gold stamp, large type.....\$1.00

POCKET EDITION—6½ x 3¾ inches—Cloth, with pocket, flap and silicate slate..... .50

Leather, with pocket, flap and silicate slate, gilt edge..... 1.00

VEST POCKET EDITION—5¼ x 2¾ inches—Cloth, round corners, red edges..... .35

Leather, gold stamp, burnished edges..... .50

*The Standard for Store, Farm,  
Bank or Factory*

## Sheldon University Press, Libertyville, Ill.

*The author speaks from first hand of the decade in which Chicago reached the maturity of its first growth—Chicago Daily News*

# Bygone Days in Chicago

By FREDERICK F. COOK



THE COURT HOUSE, CHICAGO, IN 1860

**T**HE WORLD is interested in Chicago, and there is no one who will not be interested in this, the most fascinating and informing book ever published dealing with the early life of Chicago. The prominent part that the city took in war preparations; the picturesque incidents and personalities of war-time days; the life of the "Under-world," then graced by a type of gambler which has disappeared forever, and a hundred and one vivid stories of the "Garden City," are here presented in a fresh and vigorous style by an old newspaper reporter, who writes for the most part from intimate personal observation.

Mr. Cook's pen pictures of the down-town life of the '60's are much more dramatically picturesque than the hectic survival of the same element that exists in the down-town life of today.—*Chicago Journal*

*Illustrated from rare prints and photographs. 8vo, \$2.75 net*

**Sheldon University Press, Libertyville, Ill.**

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

THE VERY LATEST THING IN DUPLICATORS



## "CANTYPE" SPRING-FRAME DUPLICATOR

**1000** Perfect Reproductions per Hour of Hand-writing; Typewriting, Music or Drawing

Circulars can be taken direct from the Duplicator, and laid one copy on top another without off-setting or blurring. *No other duplicator possesses this advantage.* Circulars and samples of work on application. The only makers in America of all descriptions of ribbons, clean carbon papers, duplicators, stencil papers, inks, etc. Agents wanted in all unoccupied territory.

**A Rapid, Medium-Priced Duplicating Machine**

Simple, durable, rapid, clean, perfect work. Portable, inexpensive, practical, compact, noiseless.

**Cheaper to Buy      Cheaper to Run**

CHAS. E. ARCHBALD, PRESIDENT

**PEN-CARBON MANIFOLD CO.**

NEW BRUNSWICK, N. J.

*Originators and Only Manufacturers of Non-Flake Carbon Paper for Typewriter, Pen, Pencil and Stylus*

# The Practical Value of Mental Training



*Henry Dickson*

Principal Dickson School of Memory. The largest and most successful School of Mental Training in the world.

**WHAT** James H.C.A. Jones needed was a practical course of Memory Training; with that behind him he might now be in partnership with the merchant, instead of hiking for another job. No matter whether you are employer, employee, student, business man or Book Agent, you are not Making Good if your Memory is on the Job only Half the Time. The man

Read what WALT MASON, the Foot-Philosopher has to say about it:

## STOP FORGETTING

*The merchant said in caustic tones: "James Henry Charles Augustus Jones, please get your pay and leave the store; I will not need you any more. Important chores you seem to shun; you're always leaving work undone, and when I ask the reason why, you heave a sad and mournful sigh, and idly scratch your dome of thought, and feebly say: 'Oh, I forget!' James Henry Charles Augustus Jones, this world's a poor resort for drowns, for men with heads so badly set that their long suit is to forget. No man will ever write his name upon the shining wall of fame, or soar aloft on glowing wings because he can't remember things. I've noticed that such chaps as you remember when your pay is due; and when the noon-time whistles throb, your memory is on the job; and when a holiday's at hand, your recollection isn't canned. The failures on life's busy way, the paupers, friendless, wan and gray, throughout their bootless days, like you, forget the things they ought to do. So take your coat and draw your bones, James Henry Charles Augustus Jones."*

*Walt Mason*

Copyright, 1909, by George Mathew Adams.  
Reproduced by permission from the Chicago Daily News of Feb. 15, 1910.

with the Wandering Mind is a drug on the market—he has too many competitors. The Great Men of all ages are those who grasped the ability to Concentrate. **You** can acquire this ability. How? Send coupon for my **free** booklet.

The Dickson System has been highly recommended by Elbert Hubbard, Professor David Swing, Dr. Latson and many others.

Send this coupon for my free book (or a postal will do)

Prof. Henry Dickson, 938 Auditorium Building, Chicago

Send me your free booklet, "How to Remember"

NAME \_\_\_\_\_

ADDRESS \_\_\_\_\_

CITY \_\_\_\_\_

STATE \_\_\_\_\_

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

## A BOOK OF FRIENDLY THOUGHTS



# The Girl Wanted

*A Companion Book to "Boy Wanted"*  
By Nixon Waterman

"The best book for girls. A girl will be glad she has read it, and will be the better, the sweeter, the happier therefor."—*Journal of Education*.

"Every young woman should read this book. It is food for the eye and a feast for the mind."—*Boston Globe*.  
Beautiful cover. Illustrated. Cloth. 8vo. \$1.25.

Sheldon University Press, Libertyville, Ill.

## THE SECRET OF SUCCESS

*By Thomas Dreier, Editor*

**T**HE secret of success is not a secret. Nor is it something hard to secure. To become more successful, become more efficient. ¶ Do what you can do, and what you should do, for the institution for which you are working; and do it in the right way, and the size of your income will take care of itself. Let your aim ever be to better the work you are doing. But remember, always, that you cannot better the work you are doing without bettering yourself. ¶ The thoughts that you think, the books and magazines you read, the words that you speak, and the deeds you perform, are making you either better or worse. Realize that "you are the master of your own fate, and the captain of your own soul." You can be what you *Will* to be.

Keep watch of the men and women who are doing quality work. "Example is always more efficacious than precept;" and if you analyze the work and methods of those who are doing quality work, you will receive inspiration that will increase your efficiency. ¶ You will find *The Caxton Magazine* of almost inestimable value, because it prints intimate stories about men and women who are succeeding. These stories are analytical; telling what these folks are doing, why they are doing it, and the elements that have brought success. ¶ *The Caxton Magazine* preaches the gospel of efficiency, and teaches the way to the goal of success. It is comprehensive, reasonable and sane.

Send us one dollar, and receive *The Caxton Magazine* for twelve months. We know that you will like it; but if for any reason you think you are not getting your money's worth, tell us, and your dollar will be promptly returned. You run no risk—so send the dollar today. This is the magazine that you will eventually subscribe for.

The Caxton Society, \_\_\_\_\_ 1910  
Pittsfield, Mass.

Enclosed find one dollar for which send *The Caxton Magazine* for twelve months. It being understood that if I do not like it, you are to return my dollar promptly.

P-D \_\_\_\_\_

**The Caxton Society**  
PITTSFIELD :: MASSACHUSETTS

**3000 GUMMED LABELS \$1.00**  
SEVERAL SIZES AND STYLES  
PRINTED TO ORDER IN ONE AND TWO COLORS  
AT THIS AND EVEN LOWER PRICES. SEND FOR CATALOG  
**FENTON LABEL CO. NINTH & THOMPSON STS. PHILA. PA.**

## A GOOD SHORTHAND REPORTER

is the only kind you can afford to employ. I am well prepared to handle all kinds of law and general reporting.

**FRED H. GURTLE**

SHORTHAND REPORTER

Phone Randolph 3038 810-811 Reaper Block, CHICAGO

# The Royal



## Standard Typewriter

(Price, \$65.00)

comprises every essential of the ideal writing machine—

**Simplicity, Convenience, Light Action, Fine Work, Durability**

It is being adopted by ever increasing thousands of high-class business houses *the world over*, because it has established a *new and higher* standard of efficiency and economy. Its perfect workmanship and many mechanical advantages distinguish it among typewriters as

*The REAL Standard of Today*

## Royal Typewriter Co.

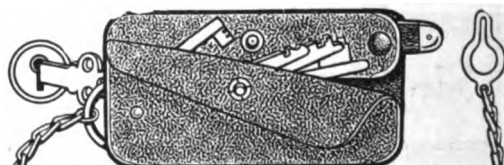
Royal Typewriter Bldg. . . . . New York  
412 Second Ave., So. . . . . Minneapolis, Minn.

## The Magazine That Dares

to print the news that's vital to human advancement. An absolutely fearless monthly, the exponent of constructive reform for the betterment of all. You never have seen such unless you know **THE TWENTIETH CENTURY MAGAZINE**. The editor is B. O. Flower, founder of The Arena. Among the contributors are Edwin Markham, Lincoln Steffens, David Graham Phillips, Hamlin Garland, Prof. Charles Zueblin, Charles E. Russell, Brand Whitlock and Carl S. Vrooman. You should see this new periodical. It is beautifully illustrated and handsomely printed. It entertains and illuminates. One copy will convince you that there is no other magazine of equal strength in

America, but to clinch your interest in the glorious work that Mr. Flower is leading, we will send you **three sample issues, postpaid, all for only 10c.** Get this intellectual stimulus and literary treat and realize there is a new force in the magazine field. We'll refund your remittance without question if you say we have exaggerated the value of this great monthly.

**The Twentieth Century Co.**  
52 PARK SQUARE · BOSTON, MASSACHUSETTS



## Save your Pocket and Insure your Keys

**Key Insurance**—Good for one year, Insures Keys and Identifies Owner; this with Genuine Morocco Combination Key and Knife Purse.....50c  
**Accident Insurance**—Above, plus a Limited Accident Policy for \$1,000, renewable each year.....25c  
**Key Purses**, (Cowhide.....40c. Combination { Cowhide.....40c. (Key Chains { Morocco.....35c. Key and { Morocco.....50c. (Sc. extra.) { Real, Russia, 50c. Knife Purses { Real, Russia, 65c.

Special Prices in Quantities for use as Advertising Novelties  
**MURRAY S. CHISM**, Patentee and Manufacturer  
224 N. Camac St., Philadelphia, Pa.

*if* you have advertising troubles I can help you

I make sketches, layouts and dummies or handle your advertising campaign complete — *Write me.*

## Burton Gibbs Smith

Ⓢ ADVERTISING COUNSELLOR Ⓢ  
1150 OLD COLONY BUILDING · CHICAGO

# Make Your Letterhead Work for You—

**Y**OUR outgoing mail represents the circulation of an advertising medium that costs you nothing—we can show you how to take advantage of this advertising potential—*easily and surely*. ¶ When reading your morning mail, *which* letterhead catches your eye, rivets your attention and creates a favorable impression? A letterhead which does these things is advertising—regardless of what the letter is or to whom it goes.

**Engraving Stationery**—An Engraving Stationery Letterhead has *selling* value—it not only commands attention but has embodied in it a touch of individuality—suggests the importance of your proposition and the prestige of your firm. The cost is no higher than the ordinary printed letterhead. We have unusual facilities for producing high-grade Engraving Stationery work, in any quantity, at short notice. ¶ Write us today for our interesting set of samples. This is a valuable portfolio and will be sent you *free* on request. *Write today.*



## Eugene Smith Company

Makers of Fine Printing • 161 Fox Street, Aurora, Ill.

¶ For the production of high-grade catalogs, circulars, etc., we have a modern printing plant, complete in every detail. A postcard will bring you full particulars and an estimate of your needs.

# \$100 in Gold Given Away

**A** GENUINE bona fide offer. Read our proposition. Are you a smart speller? We give \$100 in gold and other prizes named below to those able to make the largest list of words from the words *The Rountree Publishing Company*. You can make at least twenty, we believe, and if your list is the largest you will get the greatest prize. In case of a tie, prizes will be divided between highest contestants. Here are the rules to follow: Use only words in the English language. Words alike, but with different meanings can be used but once. Use any dictionary. Pronouns, nouns, verbs, adverbs, suffixes, adjectives, proper nouns, allowed. Anything that is a legitimate word will be allowed. This is the way: Heart, temple, rain, only. Use these words and arrange alphabetically. The following is a list of the prizes:

**\$25.00** for the largest list of words as above. **\$20.00** set of Encyclopedia, second largest list. **\$15.00** third largest list. **\$12.00** set of dishes, fourth largest list. **\$10.00** Mission Lamp, fifth largest list. **\$10.00** cash, sixth largest list. **\$5.00** cash, seventh largest list. **\$2.00** each to the next twenty-two highest. Subscriptions to the Dixie Home one year to the next hundred highest.

We want you to know *The Dixie Home*, which is one of the brightest and best illustrated magazines in the world, and it is for this reason that we offer these premiums. We make no extra charge for the privilege of entering this word-building contest. To enter the contest it is necessary for you to send us fifty cents or subscription to the Dixie Home for one year, with your list of words. List should be sent at once. The lucky names will be published later. This is a great offer to those who take an interest in such contests.

— Address —

“Contest Editor,” Dixie Home, Dept. 13, Birmingham, Alabama

SAY—“I SAW IT IN THE BUSINESS PHILOSOPHER”

## Relieve Your Memory



Depend on this convenient, useful, *gentleman's* memo book to keep your dates, figures, names, memos, etc., in better, neater style.

### Bennett Everlasting Memorandum Book

—leather cover, 3.4 x 8 inches, pocket for cards, removable pads—the most convenient. Price complete with your name stamped in gold on the cover and four inside pads, only **\$1.00**

**Send no money** Simply send us your name and we will forward the book with your name printed. If satisfied, send us our \$1.00. If not, return the book. Send today.

**W. W. BENNETT CO.**  
Box 146, East End Pittsburgh, Penn.

**PRIVATE OFFICE**  
*This is your office!*

The stepping stone from hopeless drudging for others to an easy, lucrative and independent business of your own is just a mental decision. Decide now to be the employer instead of an employee. Our first lessons enable you to start a Collection Business. No capital required. But little competition. Remarkable opportunities. We refer business to you. Write for "Pointers in the Collection Business." **AMERICAN COLLECTION SERVICE, 409 State St., Detroit, Mich.**

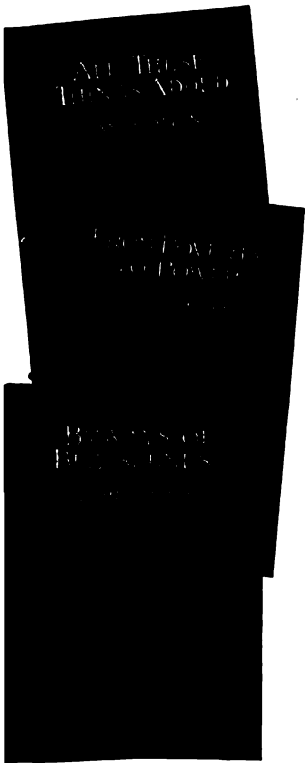
## Pen Money For You

I will place the synopsis of your story or magazine article in the hands of 1,000 buyers of manuscripts and photographs, on commission only. Send 10 cents today for "How to Write a Story," by today's most popular author, and I will send you the particulars of my plan for selling manuscripts.

**MR. BUSLEY**

*Authors' Review*

**610 Steinway Hall, Chicago**



## Books that have Helped Thousands Develop Power to Make Greater Profits

**THESE** books will help YOU develop more power. Will teach you how to control your forces. Will show you how to inspire confidence. They are uniformly bound in green, printed on heavy book, contain over two hundred pages of helpful, inspiring, scientific, man-building advice. The simple, direct, concise language drives the lessons home at the first reading. Than these three the famous author of "As a Man Thinketh" has written nothing better.

### SEND THREE DOLLARS TODAY

SHELDON UNIVERSITY PRESS, Libertyville, Illinois:

Enclosed find \$.....Dollars.

Send me.....Copies (Mark the number).

....."From Poverty to Power"

....."All These Things Added"

....."Byways of Blessedness"

Name .....

City..... State.....

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# A CORKING HIT

## Letters from a Baseball Fan to His Son

By S. DEWITT CLOUGH

Illustrated by C. A. Briggs, the famous cartoonist of The Chicago Record-Herald.

Every person interested in Baseball will want a copy. Here is a book which if well displayed, is more than half sold. The price is small, only 50 cents, and the profits are big.



### Hot Cakes

Did you ever see a bunch of hungry people clean up a big pile of hot wheat cakes served with real maple syrup? You may have been one yourself—well, that's the way "Letters from a Baseball Fan to his Son" disappear. Everybody says: "Geo that's good" and comes back for more.

### What Is It?

These letters are written by an old-time baseball player to his son in college trying for the varsity team. They are not only clever and amusing, but are chock full of practical pointers and hints as to how baseball can be made a backbone bracer. The cartoons by Briggs and the pen sketches are worth the price of the book alone.

Price Fifty Cents Each, Postpaid

Sheldon University Press, Libertyville, Illinois

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"



## Dr. Lindlahr's Sanitarium for Nature Cure

offers complete sanitarium facilities to patients from a distance and to those who wish to live the natural life in natural surroundings. We successfully treat all forms of so-called incurable diseases without the use of poisonous drugs or surgery.

### Nature Cure by Mail

In this department we are prepared to take care of patients at a distance who cannot have the benefit of instruction and treatment in our sanitarium. Free literature and diagnosis blank furnished on application.

### Send for Valuable Free Health-Culture Literature

A LIMITED NUMBER OF VOLS. I. and II. of the NATURE CURE MAGAZINE, cloth bound, are now for sale. Price \$1.50 per volume, postpaid.

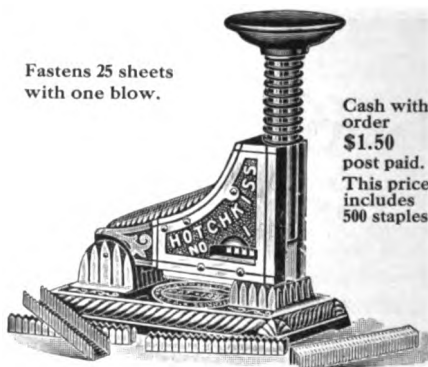
## Dr. Lindlahr's Sanitarium

525 Ashland Boulevard, Chicago  
Telephone, Monroe 2246

Down town offices and Treatment rooms:  
84 Adams St., Rooms 404-406  
Telephone Harrison 6130

## Automatic Paper-Fastener

Fastens 25 sheets  
with one blow.



Cash with  
order  
\$1.50  
post paid.  
This price  
includes  
500 staples.

The Hotchkiss Automatic Paper-Fastener uses a single strip on which there are 25 staples. These staples when inserted into the machine are automatically cut off and fed forward, accurately and without failure. The staple is always ready to be driven and a single blow will suffice to drive it through 1 to 25 sheets of paper, and with the same movement feed forward the next staple.

Useful not only for papers, but for fastening samples of silks, laces, dress goods, etc., being neater than any other method of binding.

Place the machine on a solid foundation, insert the papers to be stapled, and strike the plunger a quick, sharp blow with the hand.

Agents wanted to sell our line of office supplies  
Send for Catalog

**National Office Supply Company**  
ZION CITY, ILLINOIS

## Another Angle on Business Philosophy

# The Mediator

A New Magazine of Industrial Economy. A Vigorous Publication for Progressive Minds.

Not a Muck-Raker.  
Helpful, Inspiring, Courageous

**Free** Write today for free sample copy. Don't wait till tomorrow. Published monthly. Brimful of helpful suggestions. Stands for industrial tolerance. Believes strikes are futile. Urges cooperation between employees and employers.

## The Mediator

ROCKEFELLER BLDG., CLEVELAND, O.

## How to Write an "Ad"

A Tabloid  
Course in  
Adwriting,  
Complete in Six  
Lessons;  
the Boiled

### Down Experience of Years, in Booklet Form

If you are a business man interested in adwriting or a man who wants to get started in the advertising business, you certainly ought to have this valuable little course.

It outlines in a brief, yet comprehensive way, the entire method of writing an advertisement from the inception of the idea, the collecting of matter, drawing the plan, instructing the printer—to its realization in printers' ink.

Six interesting and instructive lessons with diagrams and illustrations showing how to sit down and finish a complete advertisement.

POSTPAID, FIFTY CENTS

Reference, The Sheldon School.

**ARTHUR B. FREEMAN**  
3745 MAPLE SQUARE AVE., CHICAGO, ILL.

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

THE BUSINESS PHILOSOPHER

# The Illustrated Review

A magazine for Authors, Artists, Craftsmen, Collectors and  
Devotees of the Art of Physical Expression

---

Reproductions of paintings by American artists.  
Studio stories and news.  
Unconventional snap shots of authors at work  
and at play,  
Illustrations of handicraft work.  
Short articles giving advice to buyers of objects  
of art and rarities.  
Illustrations of types of beauty.

---

"Its atmosphere is homey to those who work with the fine tools of words and pigments," says Will Levington Comfort, author of "Routledge Rides Alone."

10 cents per copy. Four back numbers for 20 cents. Three months for 25 cents. One year, \$1.00

## The Illustrated Review

Steinway Hall Building, Chicago

IF YOU WANT TO KNOW ANYTHING ABOUT

## Ohio

The State of Marvelous Natural Resources. The State of Great Manufacturing Advantages. Where Good Business is Encouraged and Bad Business is Discouraged.

IF YOU WANT TO KNOW ANYTHING ABOUT OHIO, YOU'LL FIND IT IN

## The Ohio Journal of Commerce

a weekly journal published by the business men of the state in the interest of all business. Subscription: Two dollars a year. THE OHIO JOURNAL OF COMMERCE is read every Saturday by the *progressive business men* of Ohio.

If you want to reach this money-spending class of Ohioans, place your advertisement in THE OHIO JOURNAL OF COMMERCE. We will be glad to give you any information about Ohio and THE OHIO JOURNAL OF COMMERCE.

## The Ohio Journal of Commerce Co.

339 CHAMBER OF COMMERCE BUILDING :: :: COLUMBUS, OHIO

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# WHAT are you going to do about the education of your son and daughter? Where will they study this fall?

Their education is the most important business to which you can give your attention. Time spent in investigating the matter is well spent, because so much depends on the right start; you can't afford to make a mistake.

It takes just as long to receive bad instruction as it does good, and it costs the same. There's no excuse for accepting poor instruction and paying the price of good. Make sure that your boy and girl have the best by employing the best teachers.

The faculty of this University represents the most eminent men and women in the world; their salary amounts to over one hundred thousand dollars each year. If you were to employ them to teach your children, it would cost you four hundred thousand dollars, as a college course extends over a period of four years.

The American Woman's League has endowed The Peoples University, and every member of the League is entitled to instruction free, for life. This privilege is not limited to members, but extends to minor children—all

of them—of members. Every woman of the white race is eligible to membership; the cost is small, and the benefits are great.

A book containing a full explanation of the League and its work, together with the names of the faculty of this University, will be sent free upon receipt of your request. Fill out coupon and mail at once.

## The Peoples University

P. O. Box 1285

University City, St. Louis, Mo.

CUT HERE  
THE PEOPLES UNIVERSITY,  
P. O. Box 1285,  
University City, St. Louis, Mo.

Please send me, without obligation on my part, full information about the League and how I can take up the study of the Course I have marked below.

|                        |                    |
|------------------------|--------------------|
| Music                  | Stenography        |
| Art                    | Typewriting        |
| Journalism             | Bookkeeping        |
| Short Story Writing    | Penmanship         |
| Teachers' Certificates | General Commercial |
| Kindergarten           | Agriculture        |
| Domestic Science       | Horticulture       |
| Civil Service          | Veterinary Science |
| Preparation            | Floriculture       |
| Dressmaking            | Poultry Culture    |
| Auto Engineering       | Bee Keeping        |
| Photography            |                    |

Name .....  
Street and No.....  
P. O.....State.....

# PRACTICAL BUSINESS BOOKS!

Examine the List—Select Those That Will  
Help You—Mail Your Order Today



## Authorized American Edition of DICKSEE'S AUDITING

Revised and Enlarged  
By Robert H. Montgomery, C. P. A.

The acknowledged authority in both England and America on all subjects connected with auditing. The present edition retains all the valuable matter of the first edition, revised and brought up to date, and in addition *over 200 pages of entirely new matter*. The subject treatment is (1) Auditing—Up to the Trial Balance; (2) Methods of Account; (3) Special Considerations in Different Classes of Audit; (4) Auditing—From Trial Balance to Balance Sheet; (5) Forms of Account and Balance Sheets; (6) What Are Profits? (7) The Attitude of the Auditor; (8) The Liabilities of Auditors; (9) Investigations; (10) Interest; (11) Professional Ethics; (12) C. P. A. Examination Questions. Contains 100 pages of model forms of Balance Sheets, Income and Profit and Loss Accounts, etc., etc. 6 x 9. 586 pages. 1909. Durable cloth, gold stamped. \$5.00 delivered.

## CORPORATE FINANCE and ACCOUNTING

By H. C. Bentley, C. P. A.

Every corporation treasurer and accountant should possess this book. It is a complete working manual covering the daily duties of these officials. In six parts, as follows: (1) The corporation treasurer, his legal status, the requirements of his office, his duties, powers and liabilities, his relation to corporate affairs in general, his bonding; (2) An extended exposition of the methods and forms for practical corporate accounting, describing the various forms of books and entries; (3) Corporate finances, including funds in general, bank deposits, checks and dividends; (4) Negotiable instruments, their nature and requisites, their general and special liabilities, their collection; (5) Corporate securities; (6) 44 model legal forms for signatures, checks, receipts, resolutions and certifications. 6 x 9. Buckram. 500 pp. \$4.00 delivered.



## A Manual of CORPORATE MANAGEMENT

By Thos. Conynghon of the N. Y. Bar

No corporation official can really afford to be without this book. In it can be found immediately a clear, accurate, non-technical answer to any question concerning the legal side of corporate management. Tells the purposes, scope, and uses of the Charter and By-Laws: the rights, duties, powers and liabilities of Officers, Directors, and Stockholders under all circumstances; explains fully the issuance, sale, record and transfer of stock; tells how to conduct meetings; how to keep all books of record; and discusses such important matters as Committees, Dividends, Consolidations, Re-organization, etc. A safe guide in any state. Contains also over 200 model legal forms, covering practically every matter in corporation work requiring a form. Third Edition. 1909. 6 x 9. Buckram binding. \$3.50 delivered.

## CONDITIONAL SALES

By F. B. Haring of the Buffalo Bar

No concern which makes credit sales should be without this book. It states clearly the requirements for a valid contract of conditional sale in every state of the Union, whereby title to goods sold is retained in the vendor until payment has been made. This information is arranged under uniform headings giving Legal Status of Contracts, how to execute them, acknowledgement or proof required, recording or filing necessary, recording fee, renewals, discharge, Landlord's lien, criminal liability of vendee, action for money judgment, claim on fixtures, when vendor or vendee loses, etc. Approved forms of contracts, acknowledgements, etc. Used as a guide by hundreds of the largest concerns in the country. "Send us another copy," say Lyon & Healy, Chicago, 6 x 9. Buckram. 1909. \$5.00 delivered.



## A Manual of CORPORATE ORGANIZATION

By Thos. Conynghon of the N. Y. Bar

Explains clearly and in detail every step necessary for the organization and incorporation of a new company or the reorganization of an old one. Describes ends sought by incorporation: stock subscription lists and contracts; tells where to incorporate and the expense; detailed explanation of capitalization and the stock system and the status of stockholders; describes the nature and functions of the Charter and By-laws; tells how to conduct meetings; how to elect officers and directors, and defines their duties, powers and liabilities; full information for the protection of minority interests, protection of an inventor, underwriting, promoters, etc., etc. Accurate, authoritative, up-to-date, and entirely free from legal technicalities. Second Ed. 1908. 6 x 9. Buckram. \$3.00 delivered.

## FINANCING an ENTERPRISE

By Francis Cooper

A practical two-volume work telling how to secure capital and successfully promote a business enterprise of any kind. Vol. I describes conditions necessary for successful financing; tells how to investigate, protect, and capitalize an enterprise, discusses experimental work and model making. Vol. II tells best methods for securing money, privately, or publicly, by advertising; how to write a prospectus. Important chapters on stocks, bonds, incorporation, underwriting, etc. Written from 15 years' promoting experience. Only reliable work on the subject. Third edition. 1909. 543 pp. Buckram. Both vols. \$4.00 delivered. Either vol. singly \$2.00 delivered.



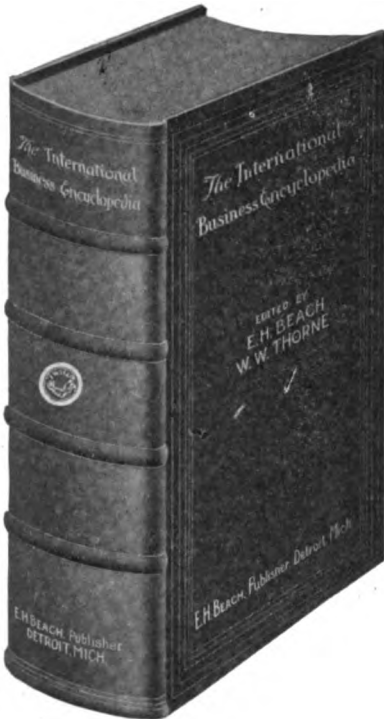
Complete Descriptive Circular of Any Book on Request

## THE RONALD PRESS COMPANY

Publishers of Business Books, and of  
THE BUSINESS WORLD, a magazine of Practical Business

Rooms 14-20  
229 Broadway, New York

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"



## 50c Secures this Great Reference Book

An entirely new, up-to-date, down-to-the-minute Reference Book, for bookkeepers, cashiers, accountants and business men.

This magnificent volume weighs nearly 6 pounds; contains over 500 pages, 200,000 words and 700 illustrations of forms and tables; beautifully printed on fine paper; handsomely and strongly bound; produced and presented to the business world at a cost which brings it within the reach of all; easiest for reference, plainest for acquiring information, and most economical when compared with all other publications of like nature.

### It is yours on payment of only 50 cents

down and the balance in monthly installments of 50 cents or \$1.00 as you prefer.

Monthly installment price, \$4.00 per copy; introductory special cash price (less 10 per cent) only \$3.60.

In either case the expressage is prepaid to your address in the United States and Canada.

**E. H. Beach, Publisher, Detroit, Mich**

### Send 25 cents for 12 months subscription to **BEACH'S MAGAZINE OF BUSINESS**

A handsome monthly magazine for business men, bookkeepers, accountants, cashiers, credit men, stenographers, advertising managers, etc. The "man behind the desk" must have it. Splendid business stories. Your money back if you do not like it.

E. H. Beach, Publisher, 69 West Fort St., Detroit, Mich.

## The International Business Correspondence Course

HAS BEEN DEvised FOR THE BENEFIT OF THOSE INTERESTED IN  
HIGHER AND COST ACCOUNTING WHO DESIRE TO QUALIFY FOR  
HIGHER POSITIONS AND HIGHER SALARIES

Higher accounting for bookkeepers, cashiers, accountants, office men and business men generally.

Factory cost accounting for cost clerks, superintendents, factory foremen, all of whom require in the performance of their duties an accurate knowledge of factory detail and daily results, to be obtained with the least possible labor combined with the greatest satisfaction.

For those who wish to adopt the lucrative profession of Certified Public Accountant.

### What the Course Offers You

The active experience of twenty years enables the directors of this Business Correspondence Course to concentrate in lessons spread over six months an education comprising all the vital principles and essential systems and methods of down-to-the-minute accountancy for all classes and varieties of business included in the curriculums of the most expensive Correspondence Schools, at a charge to students of from \$40 to \$100.

### THE COST

Special Terms for Balance of Year 1910

This comprehensive, complete and fully effective Business Correspondence Course is offered at the temporary and very low introductory price of \$10 cash, or \$12 payable in easy installments of \$2 down and \$2 per month for five months.

**E. H. BEACH, Publisher :: Detroit, Michigan**

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

## Keeping Our Tailors Busy

A suit with extra pair of trousers for the price of the suit alone

**\$25 to \$50**

**NICOLL The Tailor**  
W. J. JERREMS' SONS  
CLARK AND ADAMS STS.  
CHICAGO

## Embossed Business Stationery

Printed from Steel Dies  
Send for Samples

*Engraved Cards*

We engrave a one-line plate and furnish 100 engraved cards, postpaid. Engraved in script, \$1.25; block, \$1.50; solid Roman, old English or French script, \$1.75; shaded old English or block, \$2.00; shaded Roman or French script, \$2.25. Cash to be sent with order. Best stock used. Monogram stationery. Wedding and business announcements.

**The American Embossing Co.**  
192-69 SENECA STREET, BUFFALO, N. Y.

## Financing an Enterprise

By FRANCIS COOPER



**T**WO volumes that have helped hundreds of men win fortunes by showing them how to successfully finance and promote their business or their discoveries. Highly endorsed. Only successful work on promotion.

**Volume 1** describes conditions necessary for successful financing; how to investigate, protect and capitalize an enterprise; experimental work and model making.

**Volume 2** tells best methods for securing money, privately, or publicly, by advertising; how to advertise, how to write a winning prospectus. Important chapters on stock, bonds, incorporations, etc.

Invaluable knowledge gathered from fifteen years' experience. Save you hundred times its cost. Full descriptive circular if you want it.

600 pp. 1909 ed. Buckram binding. Two vols., \$4.00 prepaid. Either vol. separately, \$2.00 prepaid.

**SHELDON UNIVERSITY PRESS**  
LIBERTYVILLE, ILLINOIS

## SPINAL IRRITATION

An elegantly illustrated booklet explaining the cause and cure of the disease that produces the following

### SYMPTOMS:

**HEADACHE** or pains in the head, especially in the Back part or Base of Brain; Nervous or Biliary Headache; sensations that feel like the pulling or stretching of  
**CORDS** in the Neck; trouble with the  
**EYES** connected with pain or aching in back part of head or neck or upper part of shoulders; aches or pains in the eyes or back of them; specks or spots before the eyes or blurred vision; a frequent desire to  
**SIGH** or **YAWN** or take a deep, full breath, and in some cases, an inability to do so;  
**PALPITATION** or irregularity of the heart; pains, oppression, difficult breathing, or very peculiar and disagreeable feelings in the region of the  
**HEART, LUNGS, STOMACH**, or other parts of the body that doctors often call Neuralgia, Rheumatism, Indigestion, Heart trouble and various other names, but fail to cure; aches or pains in the region of the  
**KIDNEYS; BACKACHE**; sensations of oppression or constriction like a  
**BELT AROUND THE BODY**, or part way around;  
**PARTIAL PARALYSIS** of arms, shoulders, hands, lower limbs or feet, causing pains in these members, or a  
**NUMB FEELING** or sensations of coldness, heaviness, or a tingling or feelings resembling the  
**PRICKING OF PINS** or needles or as if the parts were asleep;  
**SORE, TENDER OR BURNING** points along the spine or in the limbs or feet; pains in the face, arms, back, lower limbs or feet, resembling those of  
**NEURALGIA OR SCIATIC RHEUMATISM** (physicians often treat these symptoms as ordinary neuralgia or rheumatism, but such treatment will not cure them);  
**CHILLS UP OR DOWN BACK**;  
**CREeping** sensations, coldness or numbness; pain  
**BETWEEN SHOULDERS**.

If you have the above named symptoms, or any of them, you probably have **SPINAL IRRITATION**, a very serious disorder that but few physicians can cure. Yet it is very easily cured by proper treatment. Our elegantly illustrated booklet explains how. It also describes the disease and explains what causes it.

Price, 10 Cents

**OHIO STATE PUBLISHING CO.**, 93-5 The Birmingham, Cleveland, O.

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

## *The Largest Staff of Salesmen in the World*

that is what Advertisers command in

# "The Traveling Man"

We have a paid in advance subscription from members of the fourteen great orders in which the Salesmen of the United States have banded themselves—that should make advertisers think—our Magazine represents the Greatest Commercial Force in the World — "**Word of Mouth**" Advertising by our Subscribers. Think it over—*Our Rates by Mail*—You've Thought.

## *Strong Endorsement*

The following large and important Organizations of Traveling Men, representing hundreds of thousands, approve of "THE TRAVELING MAN" and wish it God Speed!

|                                                                           |                                                                       |
|---------------------------------------------------------------------------|-----------------------------------------------------------------------|
| Christian Traveling Men's Association<br>"Gideons," Chicago, Ill.         | Northwestern Traveling Men's Association,<br>Chicago, Ill.            |
| The Commercial Travelers' Life and Accident Association, Cleveland, Ohio. | Travelers' Health Association,<br>Omaha, Nebraska.                    |
| Commercial Travelers' Accident Association,<br>Utica, New York.           | Traveler's Protective Association of America,<br>St. Louis, Missouri. |
| Illinois Commercial Men's Association,<br>Chicago, Ill.                   | Toledo Travelers' Health Association,<br>Toledo, Ohio.                |
| International Travelers' Association,<br>Dallas, Texas.                   | United Commercial Travelers of America,<br>Columbus, Ohio.            |
| Iowa State Traveling Men's Association,<br>Des Moines, Iowa.              | Western Travelers' Accident Association,<br>Omaha, Nebraska.          |
| Minnesota Commercial Men's Health Association,<br>New Ulm, Minnesota.     | Western Commercial Travelers' Association,<br>St. Louis, Missouri.    |

*Subscription Price, \$1.00 Per Year*

# THE TRAVELING MAN

VALPARAISO, INDIANA

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"



# How to Increase Your Mental Wealth at Small Cost—

**T**O BECOME a better Speaker of Words—and to be a scientific salesman one must know how to speak wisely and well—one should have a thorough acquaintance with the great classics of literature.

¶ *The Caxton Brochures* are exquisitely printed in two colors on high-grade paper—protected with a heavy cover—tied with silk—brightened with a special portrait of the author by Hillberg—and possess the great merit of fitting the pocket both in size and price.

¶ By special arrangement we have secured a limited quantity of these beautiful Brochures and while they last they will be sold for Fourteen Cents each or Ten for One Dollar.

¶ Of course you know we wrap all our goods with Satisfaction—which means that you can have your money back absolutely without question if you are not perfectly satisfied.

## *The Caxton Brochures*

¶ A collection of Little Masterpieces, published one each month, by the Caxton Society, the aim being to present the most significant essays and short stories by the world's best authors, in a form that will appeal to all bookish people.

No. 1—CHARLES LAMB'S ESSAY, "A Dissertation upon Rast Pig," also "Detached Thoughts on Books and Reading."

No. 2—RALPH WALDO EMERSON'S "Essay on Compensation."

No. 3—"THE CHINESE PHILOSOPHER'S SON," by Oliver Goldsmith. This number is now out of print.

No. 4—"BIBLIOPHILE AND BIBLIOMANIAC," by Henry Houssaye and Henry Ward Beecher.

No. 5—"COLLECTANEA," being certain verses written by Rudyard Kipling.

No. 6—"POOR RICHARD'S ALMANACK." Shrewd wit of Benjamin Franklin as compiled by himself. With facsimile reproductions.

No. 7—"HENRY DAVID THOREAU, His Character and Opinions," by Robert Louis Stevenson.

No. 8—"BACON'S ESSAYS," being those contained in the first edition, published in 1597. With facsimile reproductions of some of the pages.

No. 9—"WISDOM OF CHESTERFIELD." Being extracts from letters of the Earl of Chesterfield to his son.

No. 10—"LOVE LETTERS OF HENRY VIII TO ANNE BOLEYN." The authentic love letters of a real king.

No. 11—"RUBAIYAT OF OMAR KHAYYAM," by Edward FitzGerald. This is a careful reprint of the first edition, introduction and notes.

No. 12—"SELF-RELIANCE," by Ralph Waldo Emerson. "Let a man know his worth, and keep things under his feet."

No. 13—"WILL O' THE MILL," by Robert Louis Stevenson.

No. 14—"RABBI BEN EZRA," by Robert Browning. This number contains a special analysis and study.

No. 15—"THE LEGEND OF SLEEPY HOLLOW," by Washington Irving.

No. 16—"THE ATHEIST'S MASS," by Honore de Balzac.

No. 17—"ODES OF ANACREON," as translated by Thomas Moore.

No. 18—"EVERYMAN," the great Morality Play. Facsimile reproductions from old editions.

No. 19—"ADDRESS ON ARTS AND CRAFTS," by William Morris.

*We believe these Brochures are a little better than anything ever before attempted in special editions at a popular price. The numbers now ready are No. 1 to 19, inclusive; and with exception of No. 3 which is out of print. We will supply them at fourteen cents each, or ten for one dollar.*

## Sheldon University Press, Libertyville, Ill.

DEPARTMENT 87



**A**MONG all the potent elements in the power of persuasion, there is none more effective than that manful character that enables the speaker to look the other fellow squarely in the eye and not be ashamed.—*Sheldon*



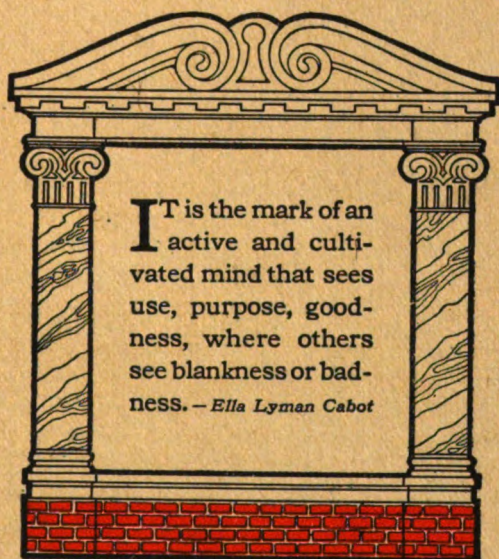
SEPTEMBER, 1910

Gen. Lib.

PRICE 20 CENTS

AUG 29 1910

# *The* BUSINESS PHILOSOPHER



ARTHUR·FREDERICK·SHELDON  
EDITOR

SHELDON·UNIVERSITY·PRESS  
LIBERTYVILLE·ILLINOIS



# Ginger Talks

235 PAGES—15 FULL PAGE CARTOONS

## Sales of Two Millions a Month

The Course in Salesmanship that Built Them for the National Cash Register Company

## Yours for Two Dollars

**T**HINK of a course in practical salesmanship, written straight out of the heart of the greatest selling organization in the world, by a Director of that organization; a course that does not merely describe the selling system of this colossal concern—but IS THAT ACTUAL SYSTEM ITSELF—the word for word Ginger Talks of that world famous company to its 1,000 salesmen—the verbatim coaching, the exact specific instruction, the very selling pointers and arguments and inspiration and enthusiasm that built up, through those 1,000 red-blooded salesmen, a business of over two million dollars a month in monthly sales.

*The Pabst Co. bought it for its 1800 salesmen. The Quaker Oats Company invested \$450 in it. 1682 other giant concerns have taken it for their entire sales forces, many taking from 100 to 1000 each.*

Ask us to send you a list six feet long of these concerns which employ nearly 50,000 salesmen

**G**INGER TALKS are a complete text-book of instruction and pointers on the art of selling goods. They simplify the whole of practical salesmanship; make clear with wonderful illustrations and exact explanations how to make approaches, how to secure attention, how to create desire, how to stimulate to immediate action and walk out with the order. They tell the salesman how to turn enmity into friendship, cold indifference into eager interest, casual inquiries into actual buyers, actual buyers into permanent customers. They touch on a thousand salesmen's difficulties and perplexities and show a way out of each one.

**G**INGER TALKS is the only business book ever written that is as brilliant and fascinating in style and has the same human interest as George Ade's "Fables in Slang," Billy Baxter's Letters," or Mr. Dooley's famous conversations with his friend Hennessy. The sentences are crowded with epigrams, sharpened with penetrating wit, lighted up with humor, and made fairly alive with the tones of a masterful personality. It is this wonderful combination of solid instruction and brilliant expression—"beef-steak nutriment and champagne style" that has brought Ginger Talks their tremendous sales.

### SEND YOUR GINGER

SHELDON UNIVERSITY PRESS, Libertyville, Illinois.

I am enclosing Two Dollars. Send me a copy of Holman's "Ginger Talks."

Name.....

Address..... State.....

You can enclose \$3.50 and receive a copy of Ginger Talks and The Business Philosopher for one year

ARTHUR F. SHELDON  
EDITOR-IN-CHIEF

# CONTENTS

ARTHUR W. NEWCOMB  
MANAGING EDITOR

SHELDON'S BUSINESS PHILOSOPHER AND SALESMANSHIP

SEPTEMBER, 1910

|                                                           |              |
|-----------------------------------------------------------|--------------|
| I LIVE FOR THOSE WHO LOVE ME.....                         | Frontispiece |
| <i>By Francis Margaret Milne</i>                          |              |
| EDITORIAL .....                                           | 515          |
| <i>By A. F. Sheldon</i>                                   |              |
| ECONOMICAL REASONS FOR THE WAVE OF TEMPERANCE REFORM      | 521          |
| <i>By David Gibson</i>                                    |              |
| A GOOD BUSINESS LETTER AND WHAT MAKES THE WRITER OF IT    | 524          |
| <i>By Frederick W. Pettit</i>                             |              |
| GOOD SERVICE BRINGS SUCCESS IN THE FOOTHILLS OF THE WEST  | 525          |
| <i>By George H. Eberhard</i>                              |              |
| SCHOOL AND CITY GARDENS AS FACTORS IN HUMAN CONSERVATION  | 527          |
| <i>By Maron Watson</i>                                    |              |
| GLEANINGS FROM BUSINESS FIELDS.....                       | 531          |
| <i>By Thomas Dreier</i>                                   |              |
| PUBLICITY AS A CREATIVE FORCE IN BUSINESS—AN ADDRESS..... | 536          |
| <i>By E. St. Elmo Lewis</i>                               |              |
| APPLYING THE PRINCIPLES OF ART TO BUSINESS.....           | 543          |
| <i>By Ernest L. Briggs</i>                                |              |
| THE QUESTIONS OF SOCRATIC.....                            | 547          |
| <i>By ARTHUR W. NEWCOMB</i>                               |              |
| ARGUMENT IN FAVOR OF QUOTING PRICES IN ADVERTISEMENTS     | 555          |
| <i>By A. St. P. Reynolds</i>                              |              |
| THE SECURING AND HOLDING OF FAVORABLE ATTENTION.....      | 557          |
| <i>By Fred G. Kaessmann</i>                               |              |
| LETTERS OF A SALES AND ADVERTISING MANAGER.....           | 559          |
| <i>By George H. Eberhard</i>                              |              |
| THE LIFE INSURANCE AGENT AS AN EDUCATOR.....              | 562          |
| <i>By W. H. Tennyson</i>                                  |              |
| WHAT THE BUSINESS MAN SHOULD KNOW ABOUT INSURANCE         | 564          |
| <i>By E. G. Vail</i>                                      |              |
| LEAVES FROM MY ORDER BOOK.....                            | 569          |
| <i>By Morton Mayne</i>                                    |              |
| SOME REASONS WHY I SUCCEED IN THE PUBLISHING BUSINESS     | 574          |
| <i>By Cyrus K. Curtis</i>                                 |              |
| THE PHILOSOPHER AMONG HIS BOOKS.....                      | 577          |

Two dollars a year will bring the magazine to anyone in the United States or its possessions, \$2.25 in Canada, and \$2.50 in foreign countries. Requests for "change of address" must reach this office before the tenth of the month in order to insure the proper mailing of the current issue of this magazine. In sending in the new address please give your previous location.

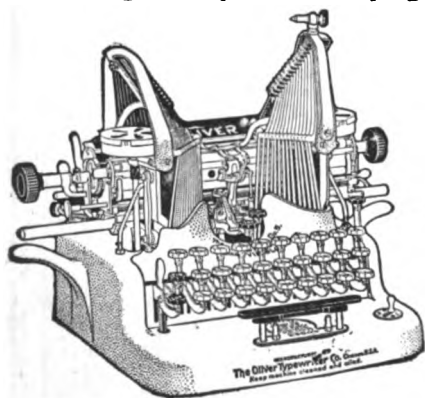
Published by the Sheldon University Press, Libertyville, Illinois

Entered as Second-Class Matter, December 15, 1908, at the Post Office at Libertyville, Illinois, under Act of March 3, 1879. Copyrighted by Sheldon University Press.

# Seventeen Cents a Day Buys an Oliver Typewriter

This amazing offer—the New Model Oliver Typewriter No. 5 at 17 *cents a day*—is open to everybody, everywhere.

It's our new and immensely popular plan of selling Oliver Typewriters, on little easy payments. The abandonment of *longhand* in favor of clean, legible, beautiful *typewriting* is the next great step in human progress.



Already—in all lines of business and in all professions—the use of *pen-and-ink* is largely restricted to the writing of *signatures*.

Business Colleges and High Schools, watchful of the trend of public sentiment, are training a vast army of young people in the use of Oliver Typewriters.

The prompt and generous response of the Oliver Typewriter Company to the world-wide demand for *universal typewriting*, gives tremendous impetus to the movement.

The Oliver, with the largest sale of any typewriter in existence, was the logical machine to take the initiative in bringing about the *universal use* of typewriters. It *always* leads.

## Save Your Pennies & Own an Oliver

This “17-Cents-a-Day” selling plan makes the Oliver as easy to *own* as to *rent*. It places the machine within easy reach of every *home*—every *individual*. A man's “cigar money”—a woman's “pin-money”—will buy it.

Clerks on small salaries can now afford to own Olivers. By utilizing spare moments for practice they may fit themselves for more important positions.

School boys and school girls can buy Olivers by saving their *pennies*.

You can buy an Oliver on this plan at the regular catalog price—\$100. A small first payment brings the machine. Then you save 17 cents a day and pay monthly.

And the possession of an Oliver Typewriter enables you to *earn money to finish paying for the machine*.

### Mechanical Advantages

The Oliver is the most highly perfected typewriter on the market—hence its 100 *per cent efficiency*.

Among its scores of conveniences are:

- the Balance Shift
- the Ruling Devise
- the Double Release
- the Locomotive Base
- the Automatic Spacer
- the Automatic Tabulator
- the Disappearing Indicator
- the Adjustable Paper Fingers
- the Scientific Condensed Keyboard

### Service Possibilities

The Oliver Typewriter turns out more work—of better quality and greater variety—than any other writing machine. Simplicity, strength, ease of operation and visibility are the corner stones of its towering supremacy in

- Correspondence
- Card Index Work
- Tabulated Reports
- Follow-up Systems
- Manifolding Service
- Addressing Envelopes
- Working on Ruled Forms
- Cutting Mimeograph Stencils

Can You Spend 17 Cents a Day to Better Advantage than in the Purchase of this Wonderful Machine

Write for Special Easy Payment Proposition or See the Nearest Oliver Agent

**The Oliver Typewriter Co.,** The Oliver Typewriter Building **Chicago, Illinois**

SAY—“I SAW IT IN THE BUSINESS PHILOSOPHER”

# Ring the Bell Every Time

**W**HAT is it worth to you to be able to ring the bell every time you strike for a customer's order? What is it worth to you to be able, when he puts forth an objection, to knock that objection sky high with the irresistible force of a selling argument that has been tried and proven by the best salesmen of the best concerns in the world—concerns whose names are household words by reason of the enormous sales these very selling arguments have brought them?

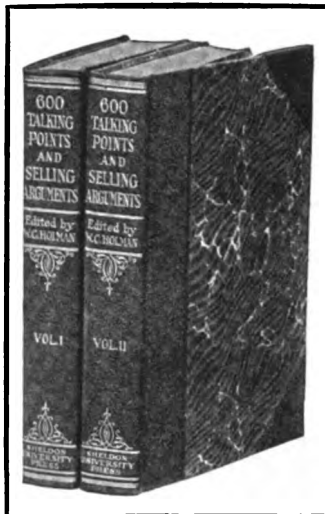
## What is it Worth to You:

—To know in advance the objections your prospect will make and the best answer to each that has ever yet been discovered.

—To have a number of answers (in some cases as many as twenty to thirty) to each objection—all irresistible—600 irresistible selling arguments?

—To know that every one of these arguments has been evolved by years of hard experience—improved and made stronger by constant successful use?

—To know that many of these arguments cost thousands of dollars in experience before they were discovered and perfected—and that many of them have sold millions of dollars worth of goods?



## Every Page Coinable Into Money

A chemical formula written on the back of an envelope may be worth a fortune; a few figures giving the combination to a safe may unlock a door with millions behind it. Every page of this book contains a selling formula that you can coin into ready money. Every one of these 600 irresistible arguments opens a door that will lead you to more sales and more commissions. You could well pay, if you had to, a green-back for every page of this book; but the cost to you is slight.

**Sign This Coupon** —Can you afford to pay one-half cent for an argument that has sold thousands of dollars worth of goods—an argument whose discovery cost hundreds or even thousands of dollars in time and experience and actual money of star salesmen and great concerns.

—An argument that will surely close sales for you—that may clear you a hundred dollars in commissions the first day you use it, and hundreds or even thousands of dollars as you use it over and over again, throughout the entire year and for years to come.

Can you afford to pay one-half cent for what is worth anywhere from \$10.00 to \$1,000.00 in actual money-making power to you?

## Then Sign This Coupon and Mail Today

THE SHELDON UNIVERSITY PRESS, Libertyville, Illinois

Enclosed please find \$4.00 for your Two Big Volumes of Six Hundred Talking Points and Selling Arguments.

Name.....

Address, etc.....

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"



# The Salary Question

YOUR "salary question" is at once and forever solved the moment you become a trained man. Once you enter the ranks of the men who are trained for modern business, the salary question takes care of itself. It is no longer necessary to "go through the mill" for a business training. The days of long apprenticeship, long years of waiting for promotion are past.

You will put a postage stamp and a little of your time against The Sheldon Book—which we will send you FREE—we can show you how more than 40,000 men have been helped to decide their salary questions through the medium of The Sheldon School. Let the burden of proving at we can turn your spare time at home to a high class business training rest entirely upon us. Merely inscribe your name and address on this coupon and leave the rest to our literature.



The Sheldon School, 1033 Republic Bldg., Chicago  
Please send me a FREE COUPON of The Sheldon Book without cost or obligation.

Name .....  
Street .....  
City ..... State .....

**The Sheldon School**  
1033 Republic Bldg., Chicago

## STIFFEN UP YOUR BACKBONE!

# The Backbone Monthly

"A Serum Against Softening of the Moral Spine"

It will help you develop *more power, teach you how to control your forces and stiffen up your backbone.* You will find its pages brimful of helpful, inspiring, scientific and man-building advice.

Tom Dreier edits it!

It's so different—both editorially and mechanically—terse, brief, pointed and powerful in all departments. Men who usually criticize have only good things to say about it.

A remittance of one dollar will start your subscription with the next issue. Sample copies 10 cents—and they're worth it! Better use this coupon now!

### SEND ME YOUR BACKBONE

THE BACKBONE SOCIETY, Aurora, Illinois:

I am enclosing one dollar. Please enter my subscription to THE BACKBONE MONTHLY for one year, beginning with the next number.

Name .....

B.P. 9-10

Address .....

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

Sherwin Cody's Latest Book  
**How to Do Business by Letter**  
*and Training Course in Business  
 English Composition*

The most successful book on letter-writing ever published, now in its 47th thousand, eleventh edition, though but recently published.

Contains over 125 model letters of all kinds, including a number of the more successful pulling letters used by prominent houses.

Also the Rules of Grammar complete, with all common errors; the Rules of Punctuation, Words Often Misused, Rules and Regulations of the Postoffice (correct to 1910), etc.

Price, postpaid \$1.00. See table of contents.

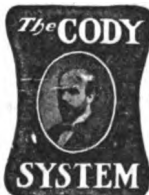
**Sherwin Cody's Form Paragraph  
 Letter-Writer**

An indexed and gummed blankbook, full letter size, loose leaf, in which to paste form paragraphs to be used in answering all kinds of correspondence.

By this system an \$8-a-week girl can write better letters than a \$25-a-week correspondent, because she simply copies into her book the best paragraphs in the regularly dictated letters of the head of the business, and all letters are in his language, perfect in every detail of punctuation, grammar, etc., and may be signed by his name though he never sees the letter himself. This is a wonderful means of raising the quality of correspondence, as well as saving much time and expense. 80 gummed pages, 20 index pages, 100 pages in all; price, postpaid, \$3; subject to approval and return at my expense.

**Sherwin Cody's Compendium of  
 All Card Systems .**

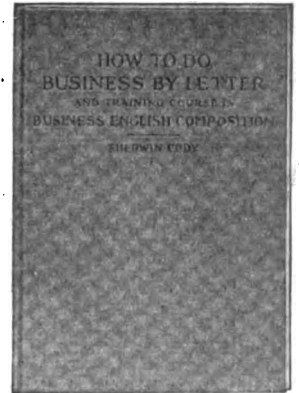
An instruction book on loose-leaf and card systems (the only book ever published clearly stating the simple fundamental principles of these systems), accompanying a neat box of 500 cards, size 3 x 5 inches, printed from specially engraved wax plates in the best style, representing 18 complete systems all ready for use, including forms for mailing lists, advertising, salesman's report and route cards, perpetual inventory forms, cost systems, school forms, and loose-leaf and card ledgers of all kinds, for wholesale, retail, mail-order, instalment, and specialty businesses. Electrotypes of plates sold and directions given for printing systems at one-third the usual price. Price, complete, \$3.00.



**How to Make Advertising Pay  
 How to Write Letters that Pull  
 Office Salesmanship & Business  
 Psychology**

I have made a detailed personal study of forty-six leading lines of business: Manufacturing, wholesale, retail, mail-order, and specialty, and have taught presidents, secretaries and advertising managers how to make a success of their publicity—I know *what will win* in forty-six different businesses, yours among the number, and this information I give in my complete course, together with all the books and special features described above, with scores of others—*everything I have for only \$30*, including twenty personal lessons. Write for complete catalogue.

**SHERWIN CODY, LIBERTYVILLE, ILLINOIS**



**CONTENTS:**

Using Words So as To Make People Do Things.  
 How to Begin a Business Letter.  
 How to Close a Business Letter.  
 The Body of the Letter.  
 Applying for a Position.  
 Sending Money by Mail.  
 Ordering Goods.  
 "Hurry-up" Letters.  
 How Money is Collected.  
 Letters to Ladies.  
 Professional Letters.  
 How to Acquire an Easy Style in Letter Writing.  
 Two Kinds of Letters—Buying and Selling.  
 When to Write a Long Letter and When to Write a Short Letter.  
 Answering Inquiries.  
 Talking in a Letter—Colloquialisms and Slang.  
 Complaint Letters.  
 Condensation—Writing Advertisements.  
 Advertising and Follow-up Letters.  
 Display in Letter Writing.  
 Salesmanship in Letters and Advertisements.  
 Customs and Regulations of the Post Office.  
 Social and Official Forms; the Rules of Grammar, with Common Errors; the Rules of Punctuation for Business Office Use.



## Sheldon Summer School for 1910 a Big Success—Plans for 1911 : *by* A. R. Wines

**W**HEN I climbed aboard the train I was hot—likewise dirty and sticky. As a result there was a smoldering fire of resentment toward the weather, the dust, and things in general smoking under my collar.

But as soon as I entered the car I felt better.

At first I couldn't locate it, but there was something about the atmosphere of that beplushed box on wheels that revived my limp spirits. Then I saw them.

Just a little knot of young men and women—some of them wore their hair in becoming gray and white, but they were young, just the same. But there was a cleanliness, high spirits, and good fellowship about them that made me forget all about my pulpy collar and fifty-pound suitcase.

Not for a moment did I hesitate.

Walking right up, I stuck out my hands to the two neatest and said, "I'm going to Area, too."

Right then and there I became clean and young like the rest of them—anyhow, they made me feel that way.

We laughed and talked and sang on the way. Others joined us at a junction—knew us as soon as they came aboard—and then we shed so much sweetness and light that everybody in the car seemed to sit up straighter and look happier. Even the babies stopped fretting and smiled at us.

So we lived on the way to Sheldonhurst.

Yet the big circular camp of white tents among the trees on the campus of the coming Sheldon Commercial University looked like home, sweet home to us.

And Sheldonhurst! The woods, the meadows, the lake, the ravines, the tennis courts, basket-ball grounds, and base ball diamonds! Well, I never saw the Garden of Eden, or Paradise, or Elysium, or any of the dream-Utopias, but until someone complies with my Missourian demand, I'm going to stack my chips on Sheldonhurst.

Then there were hand shakes—real ones, you know. The boys—and some of the girls—that we chummed with at the Summer School of 1909.

First, we wrote our names in a big book, put down our pedigrees, and were assigned to our tents. And when I registered, I noticed that there was a long list of names ahead of mine—more than twice as many as the total enrolment of the Summer School of 1909.

Then I began to find myself taken in hand by a lot of keen, bronzed, happy young fellows in kahki. They were the students of the Sheldon Business Normal for 1910 and had been on the grounds since the first of July. So they felt that they were our hosts, too.

About this time, I caught sight of the disarming smile of Dr. Katherine M. H. Blackford, the lecturer on the Science of Service and Character Analysis. Dr. Blackford would have

no friends but egotists if it weren't for that irresistible smile. She's so keen a reader of human nature that the humble man would feel like a guilty man in the sweat-box if she wasn't such a good fellow that she makes him forget all about himself.

It was all good for my heart action and brain vibrations, and I could feel my chest expand. But still there was something missing. But it was all made right when the big, wholesome man in a white flannel suit gathered me into his handclasp and showed me his luminous soul in his eyes. I felt like the returned prodigal at the feast.

Yes, it was Sheldon. Who else? Beside him was his gracious wife, our hostess at Sheldonthurst. She not only made us feel at home on the big estate, but her illuminating talks on child education in the lecture hall, and her unassuming participation in our fun at the camp fire made a big place for her in our hearts.

#### Two Great Weeks

And so my two big weeks began. If I were to write reams of paper, I couldn't tell you all about it.

I never traveled in such good company. Including the Business Normal fellows, our camp represented California, Connecticut, District of Columbia, Georgia, Illinois, Indiana, Iowa, Kansas, Kentucky, Maryland, Massachusetts, Michigan, Minnesota, Missouri, Nebraska, New York, Ohio, Pennsylvania, Texas, in the United States; Alberta, Manitoba, Ontario, Quebec, Saskatchewan, in Canada; Australia, Germany, Mexico, and Nicaragua.

Among the features were the seven that Baird brought down from Winnipeg, Manitoba, and Bergey's

twelve from Toronto. The "Canadian Bunch" camped together and, in many ways, were "the life of the party."

Every morning in the big hall in the administration building of The Sheldon School, there were lectures and instruction by Mr. Sheldon and his staff. Every afternoon there was a special lecture. During the season, we heard several of the big men—men like Elbert Hubbard, Franklyn Hobbs "himself," W. P. Stearns, W. E. Coke, and others.

Three times a day in the big tent we ate of the fat of the land, laughed, and grew fat.

We swam, we rowed, we sailed, we fished, we rode horses, we tramped about the woods, we danced, we went to concerts at Ravinia Park, we played base ball, basket-ball, tennis, and other games, we read and studied business as it is done in Chicago, and we got acquainted all around.

Nearly every evening, there was a big camp fire in the center of the big circle of tents. There we sang, told stories, gave our experiences as business builders, did "stunts," and had an informal good time.

Here it was that we learned of the plans for the Summer School for 1911—and all made resolution to be here.

Next year the Sheldon Summer School and Sheldon Business Normal will begin on the same date, July 1, 1911. And when you come, you live ones, you will find most of the men and women of the Sheldon Summer School for 1910 here to meet you. One session does the business for a man—he is a life member after that.

## I Live for Those Who Love Me

By FRANCIS MARGARET MILNE

I live for those who love me,  
Whose hearts are kind and true;  
For the heaven that smiles above me,  
And awaits my spirit, too;  
For all humanities that bind me,  
For the tasks that God assigned me,  
For the bright hopes left behind me,  
And the good that I can do.

I live to hail the season,  
By gifted minds foretold,  
When men shall live by reason,  
And not alone for gold;  
When man to man united,  
And every wrong thing righted,  
The whole world shall be lighted,  
As Eden was of old.

I live to hold communion  
With all that is divine;  
To feel there is a union  
'Twixt Nature's heart and mine;  
To profit by affliction,  
Reap truth from fields of fiction,  
Grow wiser from conviction,  
And fulfill each grand design.

I live for those who love me,  
For those who know me true;  
For the heaven that smiles above me,  
And awaits my spirit, too;  
For the wrong that needs resistance,  
For the cause that lacks assistance,  
For the future in the distance,  
And the good that I can do.

# The Business Philosopher

A. F. SHELDON, EDITOR

VOLUME VI

SEPTEMBER, 1910

NUMBER 9

## On the Front Porch

*Where We Talk Things Over*

I MET him at the club last night—a man whom I have known for many years. His usual smile and genial greeting were missing. His head was bowed.

As I shook his hand, I involuntarily exclaimed, "What's the matter, John? Have you been ill?"

He answered, "No, Sheldon, worse than that. My boy is dead."

My heart went out to him as yours has done to friends in sorrow.

We talked some time. I tried to cheer him up. To turn his mind away from grief, I drew him out about his business.

I found him heavy hearted there. For years he worked for others. He was and is one of the best sales managers I have ever known. As sales manager for a leading firm he served well indeed. Naturally he profited much.

Ambition led him on to do things for himself. He longed to have a business of his own. The opportunity presented itself and he acted.

Of course he plunged in debt, as most men do at such times. He has reduced his indebtedness. His business is in good financial condition.

He is on the road to great success as an employer, but he is fighting the

battle that all men have to fight in the building of an organization.

In launching out for himself he thought that it would be easier than it has proved to be to find men who would serve him even as he had served others. He will find such men in time, for he deserves them and the law of compensation is working all the time.

As we were about to part, I said, "Is there anything I can do for you?"

At first he answered, "No." And then he thought a moment and said, "Yes. Try to find me a man, a *real man*."

Then he became intense as he said, "For God's sake, Sheldon, find me a man!"

And then he went on to tell me that he needed a mechanical genius who was also a manager of men.

His is a business that deals with the making of iron and brass specialties. It is a business of great possibilities.

He is personally a wonderful producer of sales and manager of salesmen, but he needs a man who will be to the making end of his business what he is personally to the selling end.

With a note of longing amounting almost to a cosmic call, he said, "The

man I want is somewhere. He is looking and longing for me even as I am looking and longing for him. If you can find him for me I shall indeed be grateful."

Are you that man? I can't tell you John's other name here, but if you think you are the man, write me and I will tell you.

It won't cost either you or John a cent, but don't bother either me or John and don't waste your own time unless you are a real man and feel reasonably sure that you fill the rest of the bill.

THE FACTS ARE that my friend is only one of many who are loudly calling for men, real men, and it appeals to me that we could not select a more timely topic for our talk-it-over time this month than the question, "What constitutes a real man of the kind that this man wants?"

He has *a* man now—but not *the* man for the job.

The man he has is a good enough fellow, knows something about mechanics, and can handle men in an ordinary, "good enough" kind of way. But he needs watching all the time to see that he doesn't make costly errors. Worse than that, he lacks initiative. He doesn't go ahead and do the right thing without being told. He is often at a loss to know what to do, and takes a lot of John's time running to him and asking him about things.

So, you see, he needs much supervision, and his value is correspondingly low.

The man that John wants must be a man that doesn't need watching.

He must be able to do his work

with very few, if any, errors—and especially without costly ones.

He must know all about the making of iron and brass specialties, so that he can go ahead and run the factory at a profit, from the standpoint of proportion of production to cost. This requires a thorough knowledge of the technique of this class of manufacture, a working knowledge of factory system and cost, skill in making high quality goods at a profit, and the power to keep employes up to the standard. This requires technical and engineering knowledge and skill, practical experience, a good working knowledge of factory method and management, and a familiarity with the latest and best machines and equipment for producing this class of goods.

But that isn't all. A man with all the qualifications I have named would be hard to get, but he wouldn't be worth much to my friend unless he also had initiative, self-reliance, good judgment, and keen, quick powers of decision and action. He would also have to be reliable, industrious, and a man of good health and endurance.

But even all that would not be enough to make the man that John wants. He must have the ability to handle men. He must know men—know the different types and temperaments and how to treat each. He must have tact, kindness, and loyalty, so that he can gain the confidence of men, but he must also have discernment, firmness, and courage, so that he can command respect and obedience.

If my friend could find such a man, he would be willing to let him acquire stock in his growing and highly profitable business, besides paying

him a liberal salary to begin with and more as the business becomes larger and more successful—John told me he would rather pay the right man \$5,000 than \$3,500, and a \$10,000 man would suit him better than a \$5,000 man.

Where is the man?

I ask again, are you the man?

Here is an unusually good opening. The man that can fill it has his fortune made. He has no further need to worry about the future so far as finances are concerned.

How many thousands of men there are who would like to step into a pleasant berth of that kind!

How pitifully few there are who can!

Why are they so few? Why must my friend go about his business with a heavy heart? Why must he grip my hand and almost cry out to me to find him such a man?

Are there no men with mechanical genius and engineering skill? Are there no men with knowledge of factory system and management? Do all the millions of men who work in factories in this country learn nothing of these things? They have the opportunity.

And about these other qualifications. Do none of the skilled engineers and mechanics have initiative, self-reliance, good judgment, decision, and action? Do none of them have reliability, industry, good health and endurance?

Are there no men among these who have tact, kindness, loyalty, discernment, firmness, and courage?

Yes, there are plenty of men who have all these things. In fact we all have at least a little of each one of these qualities.

The trouble is that, in all too many, they are undeveloped. They are lying there dormant—or at any rate, only half awake.

Like muscles that are not properly nourished and are insufficiently exercised, they are thin, weak, flabby and almost powerless.

Of nourishment—mental food—there has been plenty, but these men have not partaken of it. Of opportunities to use their faculties there have been legion, but they have not grasped them.

What is the trouble?

I ask you. Why have you not taken the trouble—if you have not—to make yourself the kind of man my friend wants?

It is a serious question. Your success or failure—your place in life—is wrapped up in it. The big business, political, and social problems press upon us because men and women do not properly nourish and use their inborn faculties and qualities.

---

JUST TO give you this same idea from another point of view—as well as entertain you, I am going to give you here, in full, a paper read before the class of 1910, Sheldon Business Normal, now in session at Area. This paper was written and read by a member of the class, Prof. J. E. Morris, of Alliance, Ohio. It was written as a part of the regular class work, in response to a call from the instructor for each student to write in his own words, and with his own manner of treatment, an exposition of the Seven Eternals.

Let me say, in explanation, that the Seven Eternals are the seven great truths about man, beginning

with the fundamental: "Your power to serve and hence your profit-making, success-winning power, is dependent upon the amount of supervision you need in your work. That is to say, the less supervision you need, the greater your value; the more supervision you need, the less your value."

Look for the other six in Prof. Morris' paper. They are all there.

Now, here is the paper:

"And it came to pass in the days of the Sultan Abdul Aziz, son of Abdul Aswas, that a young man in a far off country said unto himself, 'Behold these seven years have I toiled and have made little progress. Wherein have I failed? Why hath not success smiled upon me? What shall I do to increase my value?'"

"And as the young man meditated upon these questions, he became grievously possessed of the spirit of despondency and cried out in a loud voice, 'Woe is me! Who can deliver me from this living stagnation?'"

"And his father and his mother and all his kin lifted up their voices and bewailed the young man in his grief.

"And they took counsel, and brought the matter before the elders of the city as they sat in the gate thereof.

"And the chief patriarch of the city reproved the young man and said unto him, 'Why makest thou all this fuss? What disturbing spirit hath entered into thee that thou art dissatisfied? Art thou better than thy fathers? Art thou superior to these elders before whom thou art standing this day?'"

"And the chief patriarch sat down with indignation on his face, and all

the assembly maintained a deep silence for the space of seven minutes.

"At that time there arose in the audience the wise man of the city, and he said:

" 'I have sympathy in my heart for this young man. Praise and not censure should be given to this manifestation of the spirit of progress. Therefore, hearken unto me. There dwelleth in the northland and toward the setting sun, a great king. He is wise, like unto Solomon. Let the young man go unto him with his questions.'

"And the young man put on his sandals, girded himself, and with staff and lunch-box set forth.

"He found the king seated within a tent under an oak tree. He made obeisance unto the king and was kindly received. And the king said unto the young man, 'Wherefore comest thou hither?'"

"And he answered, 'To learn how to increase my value and to merit success.'

"And the king said, 'Thou hast a noble desire. Art thou willing to serve and suffer and sacrifice for success?'"

"And he said, 'Yea, I am.'

"And the king said, 'What is thy occupation?'"

"And he answered, 'Thy servant is a camel driver.'

"And the king asked, 'Doth not thy chief take much time each caravan to give thee instructions as to where to go, how fast to travel, where to camp, what merchandise to sell, and what to buy when thou returnest?'"

"And he answered, 'Yea, O king.'

"Then', said the king, 'If thou

wouldst serve better and profit more, reduce thy need of supervision.'

"And the king asked again, 'Hast thou, O young man, been diligent in business? Hast thou avoided mistakes?'

"And he answered, 'I fear not. For one night I gazed too long at the stars and neglected properly to feed and water my camels for the next day's journey across the desert, and one of the camels died. At another time I was so fatigued from dancing in the market-place that I could scarcely walk in the caravan and had to ride on one of the camels and thus injured it.'

"And the king spoke, 'If thou wouldst serve better and profit more, reduce thy errors of omission and commission.'

"And the king asked yet again, 'Art thou careful?'

"And he answered, 'Nay, nay, for once did I carelessly tie the rice bags that were on my camels and the birds followed us to pick up the rice that leaked out.'

"And the king asked, 'Dost thou obey orders?'

"And he answered, 'It grieveth me to admit that I have caused my master great loss by reason of my disobedience.'

"Then said the king, 'I perceive that carelessness and disobedience are not thine only failure qualities.'

"Therefore, if thou wouldst serve well and profit much, thou must overcome or destroy more and more of thy negative qualities. And the way to overcome thy negative or failure qualities is to develop the corresponding positive or success qualities.

"Instead of staring and dancing in the market-place when

thou hadst important business on hand, thou shouldst have been studying thy instruction book, or caring for thy camels, or getting thy rest for the desert trip.'

"Instead of being careless and disobedient thou shouldst have tried to be careful and obedient.

"Therefore if thou wouldst serve well and profit much to the end of the enjoyment of complete success, thou must develop thy positive qualities.'

"And when the young man heard all these admonitions from the king he rent his clothes, beat upon his breast, and cried with an exceeding great cry, 'Woe, woe is me! It is too high, I cannot attain unto it. I must be a camel driver all my life. Wherewith can I develop the positives?'

"And the king spake softly unto the young man and said, 'Nay, not so; be not grieved overmuch; the case is not so bad; thou hast within thee all the positives; they are sleeping; the garden of thy heart is full of the seeds of success, but they cannot grow because thou hast neglected it and the weeds of failure have nearly choked thy garden.'

"Now, therefore, if thou wouldst serve well and profit much, thou must apply thine heart unto wisdom, which meaneth that thou must nourish and use the positive forces of the body and mind, and lo, they are within thee and must be brought out.'

"Now, when the king had thus spoken, the heart of the young man rejoiced within him, and his spirit revived.

"And he said, 'O king, live forever! I will apply my heart unto



wisdom, I will seek knowledge, I will get understanding.'

"And the king was pleased and said unto the young man, 'If thou doest these things, then the result thereof when applied to thy whole self will be Ability, Reliability, Endurance and Action. Therefore,' said the king, 'if thou wouldst increase thy power to serve and thy power to make profits, and attain unto success, thou must increase thine AREA.'

"Now, when the young man heard the word area, he was mystified and wondered whereto this would grow. But the king enlightened him and said, 'The word Area is made up of the initial letters of the words ability, reliability, endurance, and action. Ability meaneth the education of the head. Reliability hath reference to the rightness of the heart. Endurance pertaineth to the training of the body for strength and health. And action meaneth "Get there."'

"And the young man said unto the king, 'Blessed be Allah that hath given thee wisdom like unto that of the prophet Mohammed.'

"And he gave unto the king fifty and five pieces of silver, coin of the realm. And the king gave unto the young man two-and-thirty books which contained the things that made one wise.

"And the young man salaamed and departed unto his own country. And he became a great merchant, having caravans that traded in Mecca, Bokhara, Teheran, Khartoum, and Timbuctu."

---

YOU WANT to know more about the Sheldon Business Normal?

This class of 1910 is the first enrolled, and I am very proud of it. In it there are twenty-two young men of various ages, ranging from twenty-five to fifty, all of them successful business and professional men. They have come to Area from Canada, Nicaragua, Germany, Mexico, and from ten states of the United States, from Massachusetts to California, from Minnesota to Texas. They are taking personal instruction in the science of business building, in salesmanship, advertising, business methods, business economics, business technique, and business management.

I am being assisted in the instruction by Dr. Katherine M. H. Blackford, M. D., who is recognized as the foremost expert in character analysis in the world. In fact, she is the formulator of the science of character analysis; by Mr. A. G. Taylor, who has been for years a successful lecturer and instructor in A R E A sciences; by Mr. H. H. Rodee, in public speaking; by George Landis Wilson, of the Business Counsel Division of the Sheldon School, in business technique, and by a number of experts in various lines from Chicago and other cities—leading business and professional men in their various callings.

This term of the Business Normal began the first of July. The class will be graduated on October first.

It is going to be a glorious three months for me. Seldom have I had the pleasure of meeting with a cleaner, keener, brighter, or more receptive company of business and professional men than these twenty-two members of the class of 1910 of Sheldon Business Normal.

# Economical Reasons for the Wave of Temperance Reform : *by David Gibson*

**T**HIS temperance wave that has been rolling over the country in the past few years is economical rather than moral.

It is intellectual rather than emotional.

Obviously the emotionalists, the long haired men and short haired women, who are in it as a matter of morals, have undoubtedly helped some, but by comparison with the economist, the intellectual, they are a good deal like the fly on the elephant's neck who had just pulled a load of mahogany logs up a hill, and which exclaimed on reaching the summit: "Well, we've had a long pull!"

*When a manufacturer of Muncie, Indiana, that the writer knows, puts up forty thousand dollars of his personal funds and hires the best practical politician in the state to vote the town dry, you can be pretty well assured that there is going to be something doing in the way of ten per cent dividends very soon.*

When you pay off a bunch of men on Tuesday and ten per cent of them do not show up next day, both you and the men soon realize the frightful cost. Not alone the cost of the booze direct, but the fact that it incapacitates men for production.

Take a bunch of tool makers, or a bunch of printers, and the best man among them—the best in actual ability—is a booze fighter. His brain and hands are out of commission at a critical time. As a result, a man of really less ability takes his place.

Sober men are taking the places of boozers everywhere, just as the scientific salesman has taken the place of goodfellowship salesman—it is purely a question of economy.

## **The Saloon, a School for Drunkards**

The favorite argument of the "wets" is this: When you close the saloon you open the speakeasy; you close the opportunity for drinking light alcoholic beverages and render only the higher and inferior spirituous liquors available.

This is all true enough, but—

*You only open the speak-easy to this generation of drinkers.*

With the saloon out of existence you take the saloon attitude away that educates each generation of drinkers.

*The very existence of a saloon is an advertisement to educate drinkers.*

Youth is venturesome and curious. They see men drinking and they want to test the effect. The curiosity of ignorance leads many a young person into the habits and disease of drink.

If you tell of the effect of a certain narcotic in a newspaper, you will have several people trying the drug to see if it is really so.

A saloon is just like any other business in this respect, that it creates business within and by itself. That's why most stores have show cases and show windows.

A saloon creates business on this same principle, but—

*A saloon is not a legitimate business.*

It is a negative rather than a positive influence.

*It is destructive rather than productive.*

## **Confessions of a Booze Fighter**

While the writer has been a teetotaler for a good many years, yet in his time he has helped open a few saloons in the morning and participated in some closings at night, and we will take his case to show how the average boy learns to drink and gets the drink habit.

In a small town, the livery stable where the race horse touts, swipes and rail birds gather in winter is always attractive to a boy. These become his ideals in a way, he is anxious to enter their good graces and soon performs little offices for them, the principal one of which is "rushing the can."

He says to himself that this stuff must be good from the way the fellows go at it, and when the can is passed around the stove in the office at the corner of the stable, takes his turn. He doesn't like it—it's bitter; but still there must be something in it that he has not found, for Old

John Day, the stable foreman, he gets drunk, and so does Ben Hoey, one of the swipes. After considering that it must be his own fault instead of the beer he keeps at it until he really likes it.

Then with a few of the older kids he begins to rush the can on his own private account. He hears a big story about all the touts and swipes and livery stable chambermaids generally getting on a big drunk the night before! How they started in at Charley Polster's saloon and ended up at Pete Snitzel's, and obviously, the fellow who is telling it was the soberest of the crowd.

Then his curiosity is awakened as to the other phase of drinking—the effect. He gets out with the kids some night and drinks as much as he can conveniently hold, and acts a good deal more drunk than he really is.

Then he hears stories about capacity drinking—how Ed. Wurgler, the toughest "bub" about the stable, went to a German party and drank twenty-five glasses of beer—this number is usually beyond the ability of the average country follower of the track to buy out of season, so he must be favored where it is free. He has no opportunity to try this, neither has he the capacity, but still it remains an ideal of his.

He finds some booze bottles hid around over the stable, drains one or two of them. Doesn't like the stuff, burns his tongue and gags him, but still there must be something about it, or why should men drink it?

A few years roll around, he has changed his environment and for a time his sense grows faster than his appetite. He gets a job in an office, notices that his boss drinks, so does the next man to the boss, and he doesn't see that it is putting them down and out. He drinks occasionally and even gets out in a crowd and gets "tanked" now and again. He is sick next day, either lays off or gets through with his work the best he can.

A few more years, he grows and his job grows and he is drinking more as he earns more. The night "busts" become more frequent, but he has found a way of treating the "next morning effects" by taking an early "bracer"—before breakfast.

Here at this point the nerve tissues are fast becoming destroyed. There is a con-

stant craving for a stimulant. He, in time, becomes a steady drinker with a route of about so many saloons at certain times in the day and goes around smelling like a gas leak. Or according to nerve temper, he may become a periodical drinker—where he must lay off for a week and simply drinks till his stomach quits—he doesn't quit, his stomach quits.

Obviously, if a man is young when he arrives at this point and his ambitions stronger than his appetite, there are hopes for him. By having a talk with himself, changing his line of work, moving off to another environment and changing the whole key of life in which he has been playing, he becomes another man, save in name and body.

#### How the Saloon Builds Business

These few brief "Confessions of a Booze Fighter" would not be printed if the circulation of this magazine were not to mature men; for if they were young they would only serve as curiosity awakens—a curiosity alarm clock. But—

*They will serve the purpose of illustrating the fact that one generation of drinkers educates the next.*

While you will open the speak-easy by closing the saloon and all that, yet you do not give it a chance to exist openly and advertise itself openly as in the case of the corner saloon.

Supposing you are not a drinking man. You are down town occasionally at night. You resolve to take the very next car home. In going past a restaurant on the way to your car you observe that it is well lighted, clean and beautifully decorated; people are sitting at the tables eating and you even get a whiff of some of the good things on the bill—possibly there is an orchestra playing.

Now, this restaurant keeper doesn't know what the word psychology means, yet he has applied the science. He has appealed to your every sense in order to get you into his place—that of smelling, seeing, tasting and hearing. Instead of going directly home, as you had intended, you go in, eat a good meal and spend some of your money.

The same would be true if you were an occasional drinker and this restaurant were a saloon.

A saloonkeeper is a merchant the same as a restaurant keeper or any other storekeeper and he seeks and creates business in the same way.

The saloonkeeper is more frequently a decent fellow than otherwise; attracting and creating business becomes second nature to him, as in the case of the rest of us. Like us, he knows his business perfectly in relation to itself, but the saloonkeeper does not know that his institution is a menace to other industries and commercial pursuits; because he appeals to a weakness rather than a strength.

The saloonkeeper is individually not to blame, for he is there in the supply of a demand, and he is voted out of business and his property practically confiscated, just as in the case of the slaves of the South. While slave trade was an unscientific business, as the saloon business is unscientific, unnatural, yet it is all the business they have and there should be some way of compensating the loss.

#### Business Men are Drinking Less

The temperance wave which has been going over this country is just the tendency to the efficient adjustment of industry and commerce and is the result of straight, scientific thinking.

That there is less drinking among men is seen everywhere. Down in New York City there is a noon lunch club on the top floor of the Postal Telegraph Building, opposite City Hall Park, known as the Hardware Club. It is patronized by the business men in the jobbing and other trades in that section of the city. Ten years ago, if you had looked around over the big dining room, seating possibly two hundred persons, you could have seen a highball at every plate. The other day the writer was in there at the noon hour and there were not six drinks in the room.

Most of the table glassware of the country is sold to jobbers and big retailers by the manufacturers holding an exhibit twice a year at Pittsburg, and all the buyers in the trade gather there at these times. Most of the furniture is sold in the same way by the manufacturers holding exhibits at Grand Rapids, Michigan.

Each one of these meetings meant a big drunk a few years ago. There was a

portable bar in every booth, and salesmanship depended upon a man's capacity to carry a load. But this is no more. The exhibits are still held, but all the tank salesmen are either dead or out of business or have quit drinking. Goods are sold purely on merit and drinking among the buyers and sellers is the exception.

#### The Paralyzing Effect of Alcohol

*The fact that alcohol has no internal value to man has been scientifically proven. It isn't even a stimulant—it is paralyzing in its effect.*

Some months ago, at Johns Hopkins University in Baltimore, a test was made by taking ten men in a normal state and having them do small examples in arithmetic, at finding a certain word in a dictionary and other minor mental feats. An accurate account was kept of the time required by each individual of the ten, and which was afterwards averaged. Then each was given an ounce of whiskey and the same examples of a like character. After a long series of average tests it was found that under the effects of alcohol in the system the speed was not only reduced, but the error account increased.

*This all goes to show that while drinking may not always get a man down, yet it is a negative quality that is keeping him stationary.*

There may be successful men who are heavy drinkers; yet they are successful in spite of it rather than by reason of it. The men who can drink and be successful are so rare in strength of character as to make them an unsafe precedent in considering the average man.

It isn't the actual cost of booze itself, but rather its cost in rendering men less efficient to produce, and this is not a moral consideration.

*"One thing is clear to me: that no indulgence of passion destroys the spiritual nature so much as respectable selfishness."*  
—Geo. Macdonald.

*"The great lack of the age is conscientiousness in trifles."*—R. J. Campbell.

Our salvation is not in sacrifice, but in production.—David Gibson.

# A Good Business Letter and What Makes the Writer of it : *by* Frederick W. Pettit

**T**HERE is not wanting evidence that well-written letters bring orders—deliver the goods.

Experience in this direction is, however, varied. Firms there are who have made a phenomenal success of the letter salesmanship system—others have barely broken even—while still others have had severe trials in this direction and have stepped down and out.

Let it be stated with strong assurance, that to make a success of letter salesmanship, it has to be done—just so.

Certain factors enter into a campaign of this nature—factors that must stand investigation from all view points—square to the four winds that blow. They are:

1. A good proposition.
2. A good appropriation.
3. A good letter.

Three essentials that may be called—the Object, the Motive Power and the Medium.

## Why Mail Order Campaigns Fail

Some goods, articles or propositions lend themselves more readily to a mail order campaign than others—they will stand a greater percentage of expense. Where failure occurs it may be put down to insufficient funds, weak letters, and very probably, if investigated, a weak all-round campaign.

It is beyond question that given a generous appropriation and every mechanical facility, unless the letters are of the highest grade—brilliant compositions tinged with vim and snap in strong, original form—there can be nothing but failure.

Business letter writing, as indeed is all good letter writing, even in these days of telephones, cables and xeroforms, is still an ART. Some there are to the manner born to this kind of work, just as some are musicians, mechanics or painters. But even with such gifted natures, talent must be supplemented by knowledge, training, and hard work.

They tell of a man in Gotham who commands as high as \$25 for writing a page follow-up letter—a sum that looks a trifle high, yet, on investigation, it would be found relatively cheaper than mere rubbish at one-tenth the price.

The business letter, while requiring the aid of the campaign machinery, is nevertheless the keynote of the situation, and for this reason the best in this kind of literature is none too good.

The waste burner of large business blocks consigns to the flames annually tons upon tons of unread form letters, which glide practically from the mail bag to the waste basket.

Waste—waste—of energy, material and anticipation.

If ever any phase of business called for the very highest workmanship, it is assuredly this work of business letter writing, and only by experience—being cajoled by smooth talk with handing over this department to incompetency—will the users become able to discriminate what the best really is.

## What Makes A Good Letter Writer

A service of this nature is among the brainiest of workmanship; and, if the best costs more at the outset, like many other things, it will be found infinitely cheaper in the ultimate—and the best is found only in a few minds with a special training in this particular direction.

Well written letters get a reading and consideration even from hard, flinty business men.

They must, however, carry originality, an easy flow, and limelight the proposition at a glance.

To be able to write these is an art.

And that art is built upon a science—the science of business building.

The fundamental principles of letter writing are the same as those of salesmanship, in the broadest sense of that word.

# Good Service Brings Success in the Foothills of the West : by George H. Eberhard

**T**O OBSERVE the way every man conducts his business affairs, to look carefully for the laws or conditions that underlie his success, is becoming second nature to me. As a consequence I am sitting in the shade of a big, black oak which protects me from the noonday warmth of our California sunshine, and putting down some of the ideas that have been suggested by my present vacation trip.

The part of the "Promised Land" that I am visiting is the Sierra Nevada foothills in California, about due east from San Francisco. I may say that I have seen the changes wrought during a period of over twenty-three years in this particular section.

## The Old Days and the New

Of course, my memory of the old days is that of a boy, fresh from the Middle West. All through the foothills then, the last of the Argonauts, those who had not secured the gold or entered into mercantile pursuits with success during the gold excitement, were ranching.

Some few merely squatted on the land in little cabins among the pine and oak-covered hills and worked alone on the creek beds with rocker, pan and sluice.

The big placers had long since been worked out or made unprofitable by the debris laws. Those who were married usually took to cattle and horse raising and cultivated some little meadow near where they built a cabin, sheds and corrals.

In those days it was feast or famine. A dry year made the cattle and horses poor, and hay was very high, if any could be purchased. Good rains, and all was well, resulting in the making of brave plans that the next dry year caused to be set aside.

Business or agricultural science, even in a limited way, was apparently undreamed of by the old guard. One could ride for days and find no fences except near a homesteader's cabin, for most of the land, being government, was secured by living on it the required time. Of course, vast tracts were secured by those who filed and swore

falsely that it was to be their home. This land was used for grazing of herds of cattle and horses.

The railroad owned alternate sections for many miles each side of its right of way given by the government, whose money also builded the road and some private fortunes. Land when sold, brought only \$2.50 to \$10.00 an acre.

Today the new era is dawning, the land is valuable and fenced, gates are seemingly everywhere. The land has been cleared and cultivated, and gardens irrigated, so though the season is dry or wet, some crop is assured.

Painted houses, though not as yet the painted barn, are in evidence. Even the stage line and the stage with its leather springs and six horses, where I rode between the driver and the shotgun-bearing express messenger, are making way for the automobile stage service.

The railroads—electric and steam—are working through the hills and soon the power companies will distribute their electric light along the roads. The telephone now follows the wagon road. The cream-separator and the porcelain bathtub are here and tell the story of the great change.

## The Men Who Succeeded

With this rough sketch before us, let's ask, "What are the men like who are succeeding, and why do they succeed?"

Everywhere I find proof of Sheldon's statement that "The science of business is the science of service. He profits most who serves best."

The storekeeper in the nearby town who, years ago, had the big trade, is now an old man broken in health and fortune. With his little remaining trade he still charges the highest price and gives the poorest quality so as to insure a profit. His competitor, who started with but \$90 a few years ago and gave good value, plus service, asking a reasonable profit, has grown to first rank. His are the loads the big teams haul over the grade-road from the railroad.

The man who makes the business of teaming pay now goes regularly on his

fifteen-mile drive every other day, he personally attends to the detail and has the thought of rendering service foremost in mind.

The old, loud-spoken friend of the way-side inn drives his team still, but his loads are like his trips—irregular and unprofitable. Telling of the old days when it was different is his only compensation.

The ranch hand of today, here in these wonder hills where fruit tree, vine, garden and dairy are multiplying in the fulfilment of the promise of the "Promised Land," is no longer the halfbreed or the old miner in need of a few dollars. He is the quiet worker of good habits who knows that service, intelligent effort, means steady employment and good wages.

Everywhere I go, the men who stand out through all these years of visits to the hills, are those who worked—who were clean minded and honest. This whole divide is a sermon in behalf of honest effort of service building success.

The workers have created around them in the years past a reputation that makes

them the respected men of today. Those who, in the early days, apparently profited by the mean way, are coming to their own and live as lessons to the student.

#### What of the Future

Nature is near one here, not hidden with the cement and brick of the city. In contrast the shirker, the waster and the narrow man in the hills stands out in all his uselessness and ugliness against the honest, clean worker, who lives right and sanely.

There is much to be done, however. The gasoline engine, the hydraulic ram, the use of cement, planned development of the whole ranch or farm, soil study, conservation of soil, water and timber, the selection of stock and plants must all be appreciated here before the new era can reach its zenith.

When the farmer, the fruit grower, the rancher realize that these things are as necessary as typewriters, cash registers, card ledgers, check books and all that go to facilitate the dispatch of business are to the business men, then only will they profit in full as they deserve.

## Service that Serves

By C. FIRST JOHNSON

**I**N OBSERVING conditions as they reach me in my efforts to serve my fellow-man, I have concluded that any man can succeed provided he gets into his head that he is a manufacturer of the greatest commodity in all the world—and that that commodity is Service that Serves.

Let any man sell the Service that Serves, and he is a *success* already. He is a creator, because the world is looking for the manufacturing establishment which offers and furnishes this *rare* commodity.

There is always room for folks who are willing to serve. Greatness is often found in simplicity—the simplicity of service.

Invest your time, then, in finding ways in which you can render the Service that Serves. You need give no concern about the kind of business in which you are engaged or the place at which you find yourself employed, provided your business is honorable and you are willing to Serve.

People never fight to keep anyone from serving them. This thought emanates

from the whole human race. Get busy in doing things for people, and they will just naturally begin to do things for you. This is what I call rendering Service that Serves.

Some people will tell you that for you the opportunity does not exist. Whether they are right is not the question, but the burning question is for you to get busy at your work and create your opportunity.

Begin to build, to lift, to construct, and you will succeed where you are.

Apply all of the strength with which you are endowed to useful ends and you will be led step by step, degree by degree, plane by plane into the sunny atmosphere of this life.

Believe in yourself and you will get others to believe in you.

Keep climbing, keep working, keep serving, and some day fate will take your measure for the great prizes of life.

Motto: Rendering the *service* that *serves*, I am a *success*.

# School and City Gardens as Factors in Human Conservation : *by* Maron Watson

**S**CHOOL gardens and city gardens are at work putting big profits into the pockets of the business man of tomorrow.

I wonder how many will get that without a word of further explanation. I know that many big progressives will—because they saw the point long ago. Several of them would tell you, with enthusiasm, that these same gardens were putting money into their pockets in this year of the comet. And they are right. But the big profits on these little plots of ground are going to fall into the hands of your son and my grandsons.

To those of you who have not looked into this thing, and who may not be able to see the connection between Jimmy Grimes' three-by-ten-foot bed of radishes today and your own George Albert's bank roll twenty-five years from now, I recommend a careful reading of this story of the development of the garden idea.

The foundations of your business success lie a great deal broader and deeper than the capital invested, the stock of goods on hand, and the present good will of the concern. Your success depends upon the power of people everywhere to produce wealth, and the manner in which society distributes that wealth.

And the increased cost of living has taught us a severe lesson in the results of diminished power to produce wealth. All human prosperity—even human life itself—depends upon the product of the soil. And scientific agriculture can get from fifty to five hundred per cent more out of the soil than the old hit or miss ways. More important even than that is the effect of the study and work on the girls and boys. These effects are many. The gardens give an outlet for surplus vitality, build up health, increase knowledge and skill, develop industry and initiative, perseverance, business methods, and love of nature; provide food and money for the little gardeners

and their families, and make beautiful the barren spots in our cities.

## The Work in Chicago

In Chicago, more than sixty-five acres of these gardens are now under cultivation, under the direction of the Chicago City Garden Association. More than two thousand men, women, and children are engaged in cultivating this acreage. These represent about four hundred families.

The garden tracts are distributed as follows: McCormick Harvester Company gardens, fifteen acres; Western Electric gardens, at Hawthorne, twenty acres; George E. Adams gardens, Fortieth and West Chicago avenues, ten acres.

The Lincoln Center tracts, loaned by the Hill estate, consist of a children's garden at Fortieth and Langley avenue, and an adults' garden at Fortieth and Stanton avenue.

Every amateur gardener pays a yearly fee of \$1.50. This entitles him or her to the use of a certain space for the raising of vegetables subject to the supervision of the association officers. The gardener virtually possesses a "deed" to the land, but must keep its condition up to a required standard.

The officers of the association follow: President, Laura Dainty Pelham; vice president, C. W. Price of the International Harvester Company; secretary, Miss Amelia Sears, United Charities; treasurer, Miss Harriett Vittum, Northwestern University settlement; superintendent, A. A. Fisk; directors, Jens Jensen, Graham Romeyn Taylor, F. A. Winkleman, C. W. Farr, W. H. Schultz.

In the association literature the purpose, work, and results of the movement are epitomized as follows:

"Our purpose—Not to give charity but to open an opportunity for those in need to help themselves by their own work.

"Our work—The cultivation of gardens by those in need on unused land in our city, subject to dispossession when the owner wants to use the land.



"Our results—Opportunities opened to the mentally and physically incapable, the aged, and other needy and unemployed persons to improve their condition morally, mentally, and physically without pauperizing them. Increased industry, thrift, self-respect, self-confidence, sobriety, and honesty. Waste places turned into beautiful gardens."

The twentieth century garden is growing boys and girls, says the Chicago Tribune.

Three boys doing damage to the extent of \$30,000 in an Ohio suburb are credited with starting the movement for boys' vegetable gardens in America.

They lived in Slidertown, then a straggling village on the outskirts of Dayton, Ohio, and as the president of a large corporation there estimated it, had each worked about \$10,000 worth of mischief in the neighborhood, making it a byword.

The corporation president thought the boys needed farms to grow on.

The city had no cows to drive, no chores to do, no live green things to watch and tend. And inasmuch as he could not take them to the farm, he decided he would bring the farm to them.

He plowed and laid out in plots two acres of ground. That was in 1897.

Ten years later there were fifty of these individual gardens, each ten by one hundred feet in size, and tended by as many different boys, the corporation furnishing tools, seeds, and other equipments and the head gardener.

#### Plan Makes Rapid Progress

At first the boys were backward. Some of them laughed. Then a few took hold.

The boys were fascinated. Bulbs soon appeared. The boys became proud.

Vegetables came. The boys wondered. Finally they grew enthusiastic. Others joined them and before the end of the season forty boys were working together systematically in the gardens.

The company announced a series of annual prizes amounting to \$50. And the boys were also allowed to sell what they raised at market prices. Now each year all make enough money during the summer to provide pocket money for the winter. Some keep their families supplied with vegetables through the whole summer.

In each succeeding year the interest has so increased that now there always are more applications for membership than there are plots of ground. There is a course of instruction covering two years, and diplomas are awarded at an annual banquet given by the company's president.

Application for membership in the gardening class is made by card each spring, and since there always are more boys applying than can be received the surplus number are furnished with seeds, bulbs, and tools so that they can have gardens at home.

Each boy gardener is given a notebook in which a record is kept of the progress of his garden and the sale of his product at harvest time.

Ten years after the gardens were established three crops of lettuce were taken from the gardens, three crops of beans, and 6,000 pounds of radishes, as only part of the output. Ten tons of vegetables was the season's yield.

The corporation president and his fellow citizens believe the gardens are growing boys as well as vegetables. They believe that without living somewhere near to nature's heart the city boy must lack some essential virility that goes to give him his manliness.

#### Idea Now Generally Accepted One

And that is what people everywhere are beginning to think. In Iowa they call it park life. In Cleveland it is the Home Gardening Association. In Chicago it is the Chicago City Gardens Association, which reports four hundred gardens cultivated by those in need on unused land in the city limits, one hundred on the Harvester land, one hundred and sixty at Forty-fourth and West Sixteenth streets, one hundred at Fortieth street and Chicago avenue, and the rest in the neighborhood of Langley avenue and Fortieth street on the south side.

At the University of Chicago, in the school of education, the children are being taught how to raise plants, and if their friends will rally to their aid they will have a botanical garden and a greenhouse for the public to visit and enjoy and study flower life in.

In the public schools and normal schools it is school gardens and Bird and Arbor day. But under one name or another all

over the state the children are hearing the call of the country which they love and are going back to the simple soil to get the wholesome culture which books and brick walls cannot supply.

#### **Cleveland Gardens Set Pattern**

Some of the most successful and pattern school gardens are in Cleveland. At the Rosedale school there is a wonderful large lawn, an ample playground, a rock garden, a small formal garden, a botanical garden, hot beds, work tables, benches, a tool house, and individual vegetable gardens, as well as two handsome rose arbors, a picturesque sundial, and two delightful stone garden seats.

The children grow with the gardens and are realizing every season the most magical influences on themselves from their garden work.

One of the boys has become so enthusiastic that he has engaged to work in the country next summer, and it will be about the first summer he has ever spent outside the city gates.

One of the younger girls said: "I did not have St. Vitus' dance this summer nor last, since I have worked in the school garden."

The nervous strain of the school room from which many delicate children suffer is greatly relieved by the out of door activity.

Another girl, now in the high school, who worked in one of the school gardens for two years has decided to become a landscape gardener. In preparation for her career she raises all the vegetables for her family and is studying the relation of soil, sunshine, and moisture to the trees, shrubs, and plants.

There is a special garden for the mentally and physically defective children, who learn many practical lessons in reading and arithmetic from the gardening processes. Those who cannot plant seeds and bulbs or measure walks and beds take delight in keeping the paths free from weeds and rubbish. While the school garden is not primarily for the defective, it has become one of the most potent means ever devised for elevating them to normal conditions.

#### **Garden Lesson in Other Studies**

Problems of arithmetic are found in drawing gardens to scale, in finding the

areas of beds, and in computing weights and measures.

The observation of soil, rainfall, change of season, and plants affords the material for lessons in elementary geography.

The manual training department furnishes models from which labels, shrub tags, stakes, flower sticks, and line winders are made.

The supervisor of domestic science wishes to have a garden at every center in which the girls can raise the vegetables they are learning to cook.

In view of the relationships to almost every phase of the regular school program, the idea is emphasized that gardening should be treated neither as an extra nor as a fad, but as a fundamental part of the regular school instruction.

#### **Training Garden a Great Success**

The training garden is a novelty and a wonderful success. The boys are encouraged to make their work in the garden a basis for investigation and study, so that in the end they may be inclined to adopt one of the many branches of nature life, agriculture or horticulture, as a vocation. This means sifting out the unresponsive and securing the good will and support of the parents by laying before them the object of the work and the opportunities it affords.

Otis W. Caldwell, formerly of the Eastern Illinois State Normal school and now of the University of Chicago, tells of a rather lethargic and somewhat troublesome boy in the spring of 1905, who did not want to work in the garden of the normal school.

Discussions of bees, of beautiful flowers, of thrifty vegetables, or experiments in crossing varieties of corn did not appeal to him.

Finally he was asked if he did not wish to see how much money he could make by growing radishes in a bed six by twelve feet. This appealed to him, and he no sooner had planted the bed than he asked for another.

He was allowed one-half of another bed.

He began at once making plans as to disposition of his radishes and engaged his entire crop to a local hotel, agreeing to furnish bunches of twenty radishes at 5 cents a bunch.

The receipts from the sales to the hotel were \$2.65, and radishes worth 85 cents had been taken to the boy's mother for home use, thus making a return of \$3.50.

The next season the boy persuaded his parents to rent a vacant lot for his use in growing potatoes, and during the season following he had charge of a small farm. He is now especially interested in the science of agriculture and is planning to take a course in an agricultural college.

#### **New Interest in Agriculture**

The farmers are feeling what it means to them and to their calling for the children to be educated in flower, vegetable, and tree raising. Their organizations are co-operating with the state agricultural colleges, and with state and county departments of education, with organized clubs in connection with country schools of Georgia, Illinois, Indiana, Kansas, Nebraska, and Texas. These clubs for the most part are composed of farmers' sons. And they attend the farmers' institute meetings, visit schools and colleges and large farms, conduct seed tests and experiment with fertilizers and soils.

In Indiana twelve county school superintendents have organized clubs for the study of agricultural productivity, and they have asked Purdue university to organize a training school for teachers in agriculture and nature study.

Alabama, Georgia, Louisiana, Maine, Maryland, Mississippi, North Carolina, South Carolina, South Dakota, and Wisconsin all require agriculture to be taught in the elementary schools.

Nearly all the states have agricultural colleges, and Alabama, California, Minnesota, and Wisconsin have agricultural high schools.

#### **Europe Heads the Movement**

Europe has been doing even more in many respects. In the French country districts are 28,000 schools with gardens attached, in which boys and girls are taught tree planting, gardening, and other farm work.

In Russia there are 800 such schools, where all the pupils are also taught silk-worm raising, bee-keeping, and the girls, dairy work, poultry raising, cooking, sewing, nursing, and other home work.

At the Nikitsk school the pupils spend three hours a day in the schoolroom and four or five hours in the garden. In other Russian provinces the children are given fruit trees to plant around the school houses and homes.

In the Belgian schools the children all must study agriculture.

School gardens are common in Saxony, Switzerland, Sweden, and one province of Austria. They were first established in Sweden. The United States, England, and Germany are the most backward in the school garden movement.

In Europe the government furnishes the ground and seed needed free. Each garden is divided up into plots, one for each pupil. The teacher tends a special bed as a pattern and then lets the youngsters cultivate their plots as they think best. They generally take pains, for they own all they raise and prizes are given for the best kept and most productive beds.

The American government has issued a bulletin devoted to school gardens with detailed directions on starting them and the best ways and methods. In this bulletin L. C. Corbett of the bureau of plant industry points out that those who have had most experience in the school garden movement are emphatic in their statements regarding the educational value of the work.

America will have to take up this school and city garden work in earnest if your son's business is to prosper in a big way.

You can do the boy a mighty good turn by becoming a center of agitation for the movement in your community.

---

Think of the millions upon millions of years it took for you to evolve into this world and then think of the millions upon millions of years you will be off of this world, and compare those with the instant of time you are visiting this world. Read that again, then—improve your visit—*F. L. Oilar.*

---

Every noble life leaves the fibre of it interwoven forever in the works of the world.—*Ruskin.*

---

We cannot declare dividends on excuses.—*George W. Ballinger.*



**T**HE professor told me this. Not being a master of that amusing study known as antelopeology, I pass it on just as he told it, not vouching for its truth, nor recommending that it be tried on anything except human beings.

**Capturing  
the  
Antelope.**

"Do you know how they catch antelope out west?" asks the professor, shaking his Medusa-like locks. Not getting any reply, he continues: "The tenderfoot goes out with a gun and a family of dogs. When he spies an antelope he sends his dogs ki-yi-ing after it, and of course he follows on horseback with his gun unlimbered ready for a shot.

"Never does such a man get game.

"The experienced hunter goes out and makes noise enough to attract attention, and then calmly sits upon his horse with his gun across his knee, and waves a red rag tied to a stick.

"The antelope, after running away for a distance and finding themselves unpursued, stop and look back. In the distance they see that red rag waving. They stop and wonder. Curiosity then getting the better of prudence—showing their feminine attributes—they slowly return.

"The hunter sits quietly and patiently waving the stick with its red rag decoration. Finally the antelope come up close for inspection, and it is then that the gun spits red and one victim falls."

Then the professor looked hard at his pipe for a moment and concluded:

"I sometimes think that most folks who pursue success go after it like a tenderfoot. They rush hither and thither and come into camp at the end of the long day with no game.

"Your wise man, on the other hand, makes just enough noise to attract atten-

tion, prepares for success to return to him, and then sits patiently and watchfully upon his horse waving the curiosity provoking red rag. Success, like women, will come to the man who apparently does not pursue."

Again the professor sat looking at his pipe and the smoke curling up from the bowl.

"The trouble with too many men," and he smiled at Peedie, because Peedie was innocent, "is that they sit quietly all day, but neglect to wave the stick with the red rag."

*Training is every thing. The peach was once a bitter almond; cauliflower is nothing but cabbage with a college education.—Mark Twain.*

**W**HEN Glen Buck was advertising manager for Butler Brothers—which was before he went into the advertising business for himself and made up his mind to capture B. C. Bean and compel him to

**Making  
the Price  
Plain**

punch a time-clock—he filled many printed pages with injunctions to merchants which ran in this way: "Always mark your goods plainly with the price mark."

In spite of all the advice given to merchants along this line—advice wrung from expensive experience—there are thousands who still dare to hold to the antiquated and asinine practice of hiding the price from the purchasing public, just as if the price were too sacred to be shared with the commonalty.

Than the owners and promoters of the summer shows, there are no wiler and no wiser and no keener business men. Listen to what one of them says about this very matter of always showing the price:

"It is as important for the showman to mark his prices plainly as for the merchant, especially one who deals with the great mass of the people and who has bargains to offer. Many people who go to the summer parks have a limited amount of money to spend. If a man is with a girl, he does not want to go up and ask the price of admission. He wants to step up like a sport and say, 'Give me two tickets,' and lay down his money, just as if he had been in the habit of doing it every day of his life. If you help a man to do this, he will come back to your park again."

*He needs no other rosary whose thread of life is strung with beads of love and thought.—Persian.*

**T**HE Studebaker Bros. Mfg. Company of South Bend, Indiana, understands full well that it pays to educate employees. I have before me a copy of a library bulletin which is issued weekly to all workers by the advertising department. In it I find little practical preachments on the value of education, and on the first page there appears an emphatic statement on service.

Then comes a list of new books added to the library. Here we have books on bacteriology, biography, cement, foods, gas and gas producers, girl wage-earners, grammar, punctuation and letter writing, household economics, hygiene, mechanical engineering, metallurgy, textile fabrics, and water. Books dealing with all these subjects appear in this one weekly bulletin. Each week witnesses new additions.

After that, we find an index to current magazine articles. The aim of the index is to give the title of the article, the author, enough description to make the drift of the article clear, in what magazine it was published, publication date, volume, pages covered, and whether illustrated.

Workers can go to the library and find what they want without waste of time. That this will encourage reading and study, and that reading and study will produce more efficient employees may be regarded as a certainty.

To develop the efficiency of workers is looked upon by our wisest employers as good business. It pays dividends.

**T**HOSE business men who rush frantically at every task, and who wear themselves out as one may wear out an incandescent carbon by repeatedly turning on and off the current, may find in this little lesson from the New York Sun something of value to them.

*Untying  
Knots*

"Why do I do that?" said a busy business man who was spending a lot of time picking at a knot in a cord around a bundle, in an effort to untie it, "Why, I do that to discipline myself. I used to slash a bundle open always, but I found it didn't pay. I did everything that way then, rip, smash, high pressure all the time, all keyed up and on the jump all day long. I never knew what it was to be calm, and then I found it was wearing on me, and then, too, it struck me that it wasn't the best way, that I'd do better if I went slow occasionally, and kept cool and gave myself time to think. Then I stopped slashing bundles open, and began untying them, as I am doing now. I lose time by this, but I gain in other ways. I find in it a helpful exercise of my power of self-control; and to get the knot untied, to keep cool and accomplish this task calmly, I find, is something not only helpful but gratifying to me."

*It is a ridiculous thing for man not to fly from his own badness, which indeed is possible, but to fly from other men's badness, which is impossible.—Marcus Aurelius.*

**T**ODAY, in spite of the summer heat, has been a great day for me. Most days are great days to me. But this has been a Real Humdinger. I am having what Mr. Sheldon used to designate as one of my mental drunks. Anyhow, I have been producing copy of various degrees of excellence since early this morning, scorning the suggestion of stopping work for such a prosaic thing as a real meal.

*Actions  
Show  
State of  
Feeling*

Anxious to get some of this copy into the mails for the amusement of various magazine editors, I swung up the street to the postoffice, stopping at the office of a friend on the way.

As soon as I came in, he exclaimed:

"Permit me to congratulate you. I knew that some day you would discover the

existence of a rich uncle over in Ireland and that, not knowing you as well as some of us do, he had left his entire estate to you. Permit me to shake your hand and invite myself to spend my vacation with you in your aeroplane."

Treating his levity with the scorn it merited, I sat down to give him a chance to recover from his bit of heat insanity.

"The way you came down the street is all the evidence anyone needs to feel that it's your treat. I happened to be looking out of the window when you crossed away down there, and I tell you, foolish follower of the strenuous, that the way you held your head up and the way your legs moved was an inspiration to even poor wilted me.

"If you will deign to answer a common person one little question, I should like to inquire, doing so wholly without any desire to eventually make a touch, if some dear, kind and deluded woman hasn't left you a fortune because of having pleased her with that paragraph on Maude Adams which pleased so many of the proletariat?"

Of course such levity should be treated with contempt, but I gathered from what he said later that I acted the part of see-the-conquering-hero-comes, and had done it so blooming naturally that my friend was not the only one who stared.

It is possible that they thought me crazy with the heat, but, knowing how bubbly and effervescent I felt, and how filled with faith and confidence I had been all day, it is possible that my very movement was inspirational. Anyhow, a good lesson was taught me—one that I should have known better before—and that is: A man betrays his mental condition by his stride on the street.

From experience I know that I never went after anything with such a feeling as I have had all this hot day, that I did not get what I went after.

Somehow, there was a sense of elation, a sense of power, a sense of ability to achieve, and back of it all was the knowledge that there was a great reserve ready if I needed it.

This article is all mighty personal, but I reckon that there is no reason why I shouldn't follow precedent—even if I am supposed to be a maverick—and arise in meeting with "testimony."

Here is how today's feeling was produced, and here is how the feeling of many another similar day was produced.

*The real power is Auto-suggestion.*

An article on Fear once bore my name as author. In it *Analysis* and *Auto-suggestion* were given as destroyers of the Devil of Fear. A traveling man, whom I met in a hotel, complimented me on the article as a whole, but characterized as "all blankety-blank rot" my mention of auto-suggestion. In the language of the rube at the menagerie, he said, "Ah, there hain't no such animule."

I might have quoted Mr. Sheldon's illustration covering that point, but I didn't—making it a point to spend no time in defending or explaining anything I write to one person, when the answer may be passed on to a few thousand readers.

This is the illustration, quoted imperfectly from memory:

"So you say Auto-suggestion will not work? I ask, Have you really worked auto-suggestion? You might as well say that fire will not heat water when you have only tested it by burning one match under a five-gallon kettleful, as to say that auto-suggestion will not work after trying it but once."

Of course, everyone knows that a suggestion is anything that arouses thought. Auto-suggestion is the suggestion you give your own subconsciousness.

Well, to come back to the personal, my inspirational preachments are to be inflicted upon the people by means of a new, middle-western magazine. Frantic calls for copy have been flooding the mails. It was up to me to produce. There was no chance to evade or escape.

So, last night, when I tumbled into bed at a most unchristianlike hour, I said to myself:

"Old man, tomorrow is your big working day. You will turn a deaf ear to the call of the canoe and the lake and a friendly book, and will camp right on the job of poking your typewriter. You are going to get up in the morning when the raucous rattle of your alarm-clock enters into competition with Chantecler, and from the time you get your mail opened until the neighbors call in the police and fire-department to stop you, you are going to produce

enough copy to make you say to yourself, "Well done, thou good and faithful servant."

Of course I went on and, no one being around to contradict, told myself that when it came to producing copy that stiffened the softest backbone, I was about the whole thing. I bluffed myself into believing that as a worker I had few equals, and that my fingers were especially made to convey thoughts and ideas onto the keys of my Royal typewriter. The talk I gave myself was a wonder, if I do say it myself as shouldn't. It ought to be emblamed in a Victor record and used to make messenger boys hustle.

Let me joke about it as I may, the fact remains that I started work this morning with an industrious air that would have made a Chinese laundryman look like an intoxicated tramp draped over a Central Park bench at three o'clock in the morning.

Right at the start, an article had to be produced in which I had to tell all about the glorious value of that article, unprotected even by the Aldrich-Payne bill, known as *Backbone*.

I went on and told about 'most everybody, from Mahomet down to the Man from Mars, who made some stir in the world because of possessing a backbone that had the strength of a Toledo blade.

"How did that man, Mahomet, feel when, after forty years of meditation and thinking, and three years of preaching and working against heart-breaking odds, *he had but thirteen followers*—a mere handful—a bit of chaff—less than a whole seed for the planting to produce a great movement?"

I asked myself that question and tried to imagine myself in his place.

Then I asked: "And how did he feel when the wine of victory filled his veins, when he led his followers by the thousands against the proudest princes and cities of the east, when the air was filled with wild praise, when his dream materialized, when the future was brightened by the glory of an unconquerable faith, and back of him he felt a power that impelled him forward into the very teeth of opposition, sweeping obstacles aside as the hail beats the petals from a full-blown rose—a power too great to control, yet which filled him with an

indomitable determination to preach his faith unto all the nations of the earth?"

And that feeling I tried to make mine.

Then I took Socrates calmly drinking the hemlock, Christ going meekly to his doom, Luther exclaiming, "Were there as many devils in Worms as there are roof-tiles, I would go on," Napoleon sweeping like the scourge of Satan across Europe, Cromwell leading his regiment, Old Ironsides, the people forcing King John to sign the Great Charter almost ten hundred years ago, Tom Paine inspiring the spineless to fight for freedom. Of these I wrote, and then I spoke of Roosevelt flinging defiance into the teeth of the machine and reaching upward for the presidency, and of Robert M. LaFollette who lifted Wisconsin's capitol from its old position facing the Northwestern depot and who turned it toward the people of his state, a feat before which the cleaning of the Augean Stables by Hercules was but the amusement of a child.

Of all these I wrote. With all these I tried to feel.

Was it any wonder that my step was confident, that my eyes sparkled, that I faced men and women with courage and faith, and that I, too, felt back of me a Great Power that no man understands, *but which all men may use as their own*.

Perhaps I may be permitted to say here what Newton A. Fuessle says for me in the August number of "*Human Life*"—something about the power of association with inspirational people, and of the startling effect of reading inspirational preachments, especially those which come in the guise of biographies of living men and women who are accomplishing things.

No one can estimate the far-reaching influence of those wonderful "Lives" of Plutarch's. Read the biographies of men who have stirred the world, and of the majority you will learn that they were spurred on to accomplish some great service by reading the stories of that ancient master, only a fragment of whose writings are preserved to us.

The other day, a friendly critic came forward and said, "Why is it that you tell nothing but the good things about folks whose biographies you write, don't they ever do anything wrong, don't they make

mistakes, or is it possible that you do not learn of their misdeeds."

"Bless you, my friend," I answered, "of course I know that no man is good enough to be canonized, even after having slumbered in a grave for a century. If you want the truth, I must confess that I am not laboring under any blinding illusion, even if I do make it my chief business to look only for the success-producing qualities.

"Confidentially, I do not mind telling you, first getting your promise never to speak of it except when alone or with others, that the biography of the individual really doesn't interest me in the least, except in this: that the writing of a story about a live man permits me to send out some scientific truths that in any other form would not be read. The man written of serves as a model upon which to drape a philosophy that has been tested and proven good by those who have won."

Plutarch's strength consists, not so much in his giving of dates and incident, although he is a master of both, but in his ability to drive home a lesson that is unforgettable. His aim seems to have been, to write character studies that would inspire others to emulation.

Anyhow, let this be said. The man, no matter what his position or occupation, who fills his mind with inspiring suggestions by associating with successful, keen, alert, progressive, courageous, kindly folks, who reads literature that makes for faith and courage and self-improvement, and who follows all up by using the power of Auto-suggestion, cannot fail to become a stronger, more efficient doer of deeds and an infinitely better citizen and neighbor.

## The Reward of the Unafraid

By Glen Buck

**MR. AVERAGE ADVERTISER** may be long on opinions—but he certainly is short on courage.

He is even afraid of his own advertising shadow.

He plays a silly, sheep-like game of follow-the-leader—without ever being sure who the leader is—and trembles in abject fear every time he happens to glance over his left shoulder.

He hasn't even the courage of his lack of convictions.

Because he does a thing once and it is partially successful, he sticks to that one thing with tooth and nail—in woeful ignorance of what lies beyond.

But advertising is capable of greater developments and possibilities than Mr. Average Advertiser dreams of.

His advertising success is made *in spite* of his methods—not *because* of them.

A big, new, powerful force he has in his hand, yet he uses only a small part of it—because he lacks strength and is afraid.

He follows the lead of his own fears—or dances to the tune of another, who needs a paltry commission more than he needs a clear conscience—and misses the big, splendid opportunity that might be his, if only he would take the time to see that his advertising money is spent with as much intelligence as is used in the buying of the socks and shirts he wears.

An advertising dollar is as big as another—and it's a crime to spend it with a foggy understanding—be its number one, or one million.

There is no place where courage will pay as big dividends as in advertising—provided only that it be a sane, and well directed courage.

The few who have reaped the big and substantial advertising rewards, are those who have had the nerve to break away from the trite and the obvious—who have dared to express an individuality—who have done the thing in a new way.

But there is danger ahead for even these—if they are content to rest upon past accomplishments.

The new thing of yesterday becomes the commonplace of tomorrow.

There must be a constant and rapid progress for him who would lead.

The imitator, at best, makes only a half-success. He is a self-advertised weakling.

Business is a contest in which only the fit survive. There will soon be no place in it for the cowards.

Every day it is getting harder for the unfit to endure. The rewards will go to him who is unafraid.

Follow-the-leader is a game for sheep—not for men.



# Publicity as a Creative Force in Business

## —An Address : *by* E. St. Elmo Lewis

**M**Y FRIENDS: I had nothing to do with the selection of this subject.

My good friend, your chairman, probably selected it because it gave me an opportunity to talk about almost anything on the earth, in the heavens above, and in the seas beneath.

I warn you, however, that I shall probably be much in the position of the man whom a candid author once told, "If your subject had been a contagious disease, you never ran the slightest chance of catching it."

It would be a waste of time and I should poorly requite your courtesy in listening to what I have to say tonight, if I should be content to employ the few glittering generalities to which such a subject insistently incites. I confess I am not brave enough to stand here and tell you solemnly, as if I had discovered a new thought that "Advertising pays." If it has not paid you individually, or collectively, you will probably have but little interest in what follows, for if it has not paid, you must put it down to your fault and not to that of advertising.

### About that Word "Creative"

I assume that I am talking to a representative gathering of the business men of this city. For that reason I want to say something about the so-called "practical" man because he is successful advertising's chief stumbling block.

I want to talk to you in a free and un-polemical fashion about the creative power

of advertising—so little understood; and then to take a bird's-eye, as it were, of where it is leading business.

I am principally concerned, and I take it you are, too, not with the rich and suggestive past of advertising, nor even with its busy and fecund present, but with its future. I should ill deserve the title of Advertising Man, if I did not, in this hour, exercise my typical privilege of having one eye on the distant future, while keeping the other busy with the task of the day.

Feeling, as I do, that this subject from its emotional and imaginative side fits more the oratorical ability of a Watter-son, than the analysis of a plain business man, I yet feel that advertising so deeply concerns the future of all business, and the very possibilities of growth of our American business life, that I shall ask your serious consideration and forego the purely entertaining features so much



E. ST. ELMO LEWIS

more fitting, perhaps, to an occasion like this.

I do not know what my friend meant by the word "creative." There is nothing really new in business. The newest things are but combinations of old truisms and activities.

Every man's life "is but a quotation from all his ancestors," a New England philosopher once said.

I hope that "truth is the property of no man," for that is comforting to many of us who feel a certain hopelessness when it comes to striving for originality, the obsession of small minds.

I shall consider "creation" then, in its more restricted sense of "invention," by which we link two or more hitherto unrelated subjects, or activities and produce a new condition or a new power.

Advertising is simply the voice of the market-place speaking to all men in the highways and byways. Its animating motive is educative as has been said for twenty years. Its first purpose is to educate the people to realize new wants and new desires, and to create a confidence in the ability of this generation to satisfy these wants. If this attitude towards the subject is logically in keeping with the facts of experience we must be prepared to admit that advertising is not simply a phenomenon of our business life, but that it is an expression, the fundamental characteristic of American life, principles and practice.

A vast population, a continent-wide distribution, a busy and changing civilization, an aggressive demand for immediate knowledge of the very latest developments in supply and demand, requires some method quicker than the salesman's visits, more economical than the waiting until a pleased public shall by the slow seepage of satisfaction from man to man, wear a pathway to the door of the maker or seller of goods.

#### Advertising not Yet an Exact Science

We have had to solve the problem of distribution over this vast domain. "It is," as Jefferson said, "a part of the American character to consider nothing as desperate—we are required to invent and execute; to find means within ourselves, not to lean on others," and our answer to these conditions has been—advertising.

A business-like desire, however, to keep our advertising expenditure well within the requirements of good business; to get "our feet on the ground," and to know where we are going, is leading the most optimistic to a more searching inquiry into the real meanings of what we are accomplishing, and how and why. This, too, we have had to do for a part of business where there were no signposts.

I don't know if there is a final science of advertising—I am sure there is not—but I feel sure that there is much more to be found out about the laws that govern it

that we are not now conscious of. We shall find what these laws are just as fast as we make the profession of advertising attractive to educated men of trained intelligence. Advertising is only as old as the human race.

Apples had been dropping from branches of apple trees for several thousand years before a Newton said why, hence we must not assume that we have discovered all there is in advertising.

There is a keen desire becoming manifest among the more thinking advertisers, that out of the mass of tradition, experience, out of the gossip of the market-place, and the dogmas of half-trained minds, there shall be extracted the technical body and emotional soul of advertising. Then we shall formulate those basic principles, for the want of which any art must halt and stumble and remain uncertain.

Probably all of you would like to know just what kind of advertising would pay you the best—just what results you should expect from a given course of action.

But that is not to be desired. It would lessen competition, and the man who knew exactly what to do would be an enemy of both the people and the market-place—and would probably be hanged!

Yet, to lessen the losses from bad practice is a sane ambition and is being realized. There is no desire to be scientific in the sense of going on a still hunt for the original "*advertiscus microbus*," which inoculated commerce some twenty centuries ago, nor do we care to discover the process which reproduces it or its antitoxin, but we do want more knowledge of the human soul, and of the heart and mind of man, considering these emotionally and not physiologically. In more common phrase, we want to get down to a larger experience than our own, in the handling of the man-stuff of which the world of business is made, and of which we should know much more than we are conscious.

Above all things, let us be honest with ourselves.

#### The Peril of the Business Coward

I am not impressed with the testimony of the disingenuous veteran in business who confesses himself to be an advertiser and then remarks, "I have been at it for ten

years and I know less today than when I began." He should know more—he should be sure of more things, and be sure that he gets more business with advertising than without it, or he should stop advertising. Of course, he doesn't mean what he says and we know he doesn't mean it. If he did, we should send for a lunacy commission and ask in a committee of his creditors. It is such silly statements made by otherwise veracious men, which cause the inexperienced to believe that advertising experience is like Confederate money, that more you have the poorer you are, and what is worse, to act on that generalization.

I know experience cannot be generalized, especially when it is disorganized and undigested experience like much of that in advertising, but let's throw aside this pose of childish innocence, and, out of deference to our human common sense, let us, once and for all, cease this silly cant of trusting to the god of luck for direction in making one of our largest business investments.

In order for advertising to become the potent creative force of a bigger business for you, for this city, for the state and nation, for it to achieve even a small part of its possibilities for those interested, we must start with ourselves. We must assume a positive and not a negative attitude.

It is the moral and business coward who has no faith in things as they are, whose faith doesn't catch fire when he looks at the opportunities this life in American business offers him.

This coward, whining for a cinch in a game he calls a "gamble," is the man who makes the trouble.

#### The Advantage of the Theorist

As I look into some of your faces I see that you are calling me a theorist and telling me I am theorizing.

I like that word, my friends. I hope to have it engraven on my tombstone when my clay shall finally return. I confess to an impatience with the man who pursues a theory through a pot of ink for the mere sport of the chase.

Most of us are naturally inclined to believe that discussion of any subject that lies beyond the confines of our daily experience, is theorizing.

In advertising we are cursed with the trailer, for most men only think they think.

Most men vote a party ticket because it is the fashion among their friends, or their fathers did, rather than because of the power of a well-reasoned conviction of the righteousness of what that ticket stands for.

To many of us a theorist is a crack-brained rider of hobbies, who is not to be relied on, and who must be compared with the so-called practical man to the disadvantage of the theorist.

Every one of you is working out a theory. It will pay you to be more hospitable to theories, because it will make you more receptive to success-making ideas.

A theory is just the plan for work before it is done; it is the plan of the building before it is done.

Every one of us is a theorist—and the man who does not plan his work and work his plan has no title to business man.

The man who is successful without knowing why, where or how it was done should be a good Presbyterian and believe in predestination, for God has taken care of him!

It is the so-called practical man who has stood in the way of the greatest developments in advertising, and for a moment I wish to pay some attention to him in detail, for of all the cants canted in this canting world, the cant of the practical man is the most tormenting. This typical, smug, self-satisfied practical man looks at life from the narrow channels of his daily activities, no matter how big they are to him, and sees only a past and a today.

He goes crawfish-like through the world, only progressing as fast as he can go backwards.

Opportunity must bear the hallmark of tradition before he will admit her. He is a man of memories, without a vision. No one has lost so many opportunities as the practical man; none has won so many successes as the theorist, for the practical man's eyes are always on the past—the theorist's always on the future.

The practical man needs the theorist and the theorist the practical man, just as the electrical current needs the negative and the positive poles before it may start on its wonder way. The sooner we business

men get that thoroughly domiciled in our work-a-day creed the sooner we shall be broader and better.

#### The Triumph of a Dreamer

Every day I am conscious of my indebtedness to a man who worked and struggled in a musty little office in the city of Auburn, New York, tied down to the dull routine of making two and two equal four, of making six divided by three produce two, until at last out of that toil came a vision.

He carried that vision about for ten years before he found a man who could see it, even as a dream.

Practical men laid the flattering unction to their souls that they could not be caught by dreams of crack-brained theorists, and so through poverty and sickness, indifference and smiles, and the clatter of tongues in empty heads, he dreamed on, theorizing and experimenting, until at last his dream came true.

You today are paying that theorist a golden tribute, for he has saved for his own and succeeding generations uncouthed toil-worn hours.

I say that this dreamer was greater by far than the man who drove the rivets, fashioned the form and transmuted the dream into a reality.

The successful advertiser is always a dreamer, he must have the imagination, he must have a vision, he must be able to see the chicken in the egg. He must know that this ability alone is responsible for the creative force in advertising, and it is this alone. If he advertises only because somebody else does, and hasn't the sense to buy a far-seeing man to do it, he fails.

#### The "Pig-Tail" Business Man

A man ought to eat because he is hungry, and not because he is afraid of the doctor; he ought to marry because he is in love, not because he is afraid of Roosevelt; he ought to advertise because he wants a bigger and larger business, because he has a pride in being able to deliver a service that the people will be glad to pay money to get—not because he is afraid of being accounted a back number.

"Business," said Marion Crawford in one of his novels, "is the art of creating values."

Webster said, "Business is that which busies one," and although he takes up considerable more space, that is about as far as he gets. I submit that Webster's pun is futile. A pig's tail is busy, but it never does anything.

There are a good many pig's tails in business! This shows how we must revise definitions in order to get a fair start in any discussion.

There are two important words in Crawford's definition—"art" and "creation." The art of business is based on the science, which is simply our organized knowledge of the facts about human nature, society and the machinery of distribution.

But creation means something more—for it calls for making an entirely new thing out of old or new materials. It requires a theory, a vision.

It required some vision and a theory upon the part of General Manager Wooley, of the American Radiator Company, to see the possibility of placing steam heat and hot water systems in the homes of the farmers. A knowledge of selling conditions soon demonstrated that it would be impossible to get the local plumber or heating contractor to push the sale, so what was the next great distributing agency?

The press. Salesmen couldn't do it.

What did the farmer read more than anything else? The farm paper.

What next? The great daily.

What next? The monthly magazine.

Hence, the American Radiator Company's campaign in these three mediums. Mr. Wooley recently said that, "This campaign has paid well."

Yet, steam and hot water heaters existed for twenty years before the American Radiator Company took up this development.

The National Canner's Association recently started a fund of \$150,000 to overcome the idea that ptomaine poisoning had become a common result of eating canned goods.

Somebody had a theory.

The old plan would have been for the canners to meet in convention and tell each other it wasn't so, then wonder why the public didn't believe it.

It puts one very much in mind of the Bryan story that described the non-adver-

tiser as a man who threw silent kisses to his sweetheart in the dark—he knew what he was doing, but nobody else did.

The next development is to spend some money hiring a publicity agent who is supposed to have a large and mysteriously effective pull with the newspapers. This publicity agent is deputized to write those wonderful fascinating poems in prose, called "feature stories" and by newspapers well named, "dope flimsies." This publicity expert is supposed to get these stories in the papers through his irresistible power over the editor of the Sunday paper. This method is supposed to represent the very acme of shrewd publicity.

The American Newspaper Publishers' Association recently published a list of these publicity agents, not a few of whom work "under the rose" for clients who are afraid to sign their names to the schemes they father.

The Cannery Association must spend real money. Let's hope that they will come out in the open light of day in the advertising columns and talk to the American people as respectable manufacturers dealing with self-respecting folks.

#### Some Winning Theorists

When the Ingersoll watch was introduced into England, in true, practical British style, the Ingersoll people started after the jewelers, but they found that the jewelers wouldn't handle the watch, because a five-shilling watch interfered with their two-pound goods; then what were they going to do? Then the man who didn't know any better, the man with a theory, started out and sold watches to the stationers and hardware dealers, and there they are today.

A number of sapient souls were traveling up and down the land some months ago, pointing with great glee to the Buick car as the only automobile that didn't advertise, yet was successful.

When General Manager W. C. Durant first came to market the Buick product, he faced a situation where there are only about 700 automobile dealers in the United States. For some years, however, he had been selling heavy wagons to the agricultural machinery dealers.

In every cross-road store in the United States there is some agricultural machinery handled. When he came to the question of marketing his car, he had but to imagine a day to come when the farmers would be using automobiles instead of buggies. There was no reason why they shouldn't, except that they didn't, and that isn't any reason to a man who is not too practical.

They made a great deal of fun of Durant when he began to sell cars to Cy Perkins and Bill Jones in Tuscaroro County, but Durant knew what he was doing. He only had to sell an average of one or two to the three thousand or four thousand agents who had been handling his wagons to take care of a year's output of his big auto plant. That was three or four years ago.

Today there are over nineteen thousand dealers selling automobiles.

The manufacture of buggies has decreased by sixty per cent.

The Studebakers are getting into the automobile lines more and more, and the other big manufacturers, such as the International Harvester Company, are coming into line with Durant's four-year-old theory.

#### The Ever-Widening Field of Advertising

The lesson of these few incidents, reinforced by thousands of similar cases that anyone familiar with advertising in its anecdotal side could tell you, but further convinces the thoughtful man of open mind, that there is something in advertising beside the mere writing of a startling catchline or a cleverly worded brochure.

The man of wisdom sees not only those people who are about to buy an article that he sells, and who must be turned in his direction rather than be permitted to drift in another, but he sees beyond that relatively small part of the public, the infinitely greater field of those that must be made to think about him and his goods, then beyond those again a still greater world, that will in the day after tomorrow be brought within the range of the appeal of his advertising.

This is advertising in its broad sense. When we finally come to understand that the interesting element in all advertising is the human element, the personal element,

which reduced to a general principle simply means that men are always more interested in men than things, we will make our advertising personal in both the sense of the writer and his business, and in the sense of the man or woman who is to read it.

The only very simple human principle involved in successful advertising, and always practiced by the man with a vision, whether he be selling goods on the road or writing about them in his copy, is the simple principle that Madam De Sevigne gave as a recipe for good conversation: "Always talk about your listener's interests, his pleasures, his business, his hobbies, or his loves."

Any man or any manager who guides his business along those lines, brings it into contact with the public's human side. That man becomes a necessary part of real life, a part of the social fabric, who contributes to the happiness of its betterment on the great, broad, simple principle that—"He who serves best, profits most."

The futile and silly vanity displayed by the advertiser who talks only about his superior product, creates in the public mind a resentment that soon solidifies into indifference.

#### **The Human Interest Appeal in Advertising**

This is the power used by the man with a vision in advertising—this is the human nature that we hear so much about. I have seen it work in intimate relationships. I have seen it work with the Burroughs adding machine.

Six years ago the accent was put upon "Machine," and the wonderful mechanical ingenuity.

Today, we talk about William Seward Burroughs, the inventor, when we want to talk about the mechanical ingenuity of the machine.

We used to talk about the machine as a time, work and worry saver, now we talk about the things it does, and by that make people want to see the machine that does it.

It is an attitude of mind which has its foundation in the very simple philosophy of which I have told you, that men are more interesting than things.

It requires some knowledge of human nature upon the part of the business man

to understand that among other things that men and women are persistently interested in, are living well, thinking comfortably, enjoying life, and having something to show for the hours they spend at work. These are the things that after all are at the base of what is known as self-interest, and there is no way in which you can get at self-interest so effectively as through the emotions, the eye and the ear.

John Wanamaker buys a page in four or five New York newspapers, in which he conducts a little paper of his own. Does he list a bunch of prices? No, he sets it up in bold type with an editorial column, drops in a note about the weather. If he talks about French china dinner sets, he does not tell what a wonderful man Wanamaker is in getting these sets from a fellow who couldn't pay for them, but he does tell the wonderful things those French china dinner sets can do for the table of the housewife.

He puts the "man of the house" experience into that column. He has heard some housewife talk of her dinner service. He puts this experience into that column. He doesn't talk of chinaware as a buyer for a department store would talk to a department head, but he talks about it as one woman would talk to another.

Here are two columns entitled, "The Kingdom of the Kitchen." He doesn't talk like a green grocer, but it's one mistress talking to another.

So on throughout the page, there is human nature, imagination and selling energy, no fancy writing, nothing but a fine sense of the exact word, the exact thought, the fitting experience that illuminates the whole page and makes it as interesting to a woman as the best woman's page published in the country.

This is the art of selling at its best.

#### **The Real Philosophy of Advertising and Selling**

It is the persistent, consistent, all pervading philosophy of human existence, made to illuminate the little things of daily life—a big man bringing a little man up to his standard, making the little interests of the little people his interests, because the little, individual but similar interests of a million folks in the aggregate, are big enough for

the biggest man in the country to think about.

This is the real philosophy of advertising and selling—the ability of the big man to understand that the individual sale is nothing, the aggregate is everything.

The individual sale of a five-cent paper of pins to that unknown woman who needs them, is an infinitesimal drop in the great aggregate of sales that make up the twelve or thirteen millions of dollars of the Wanamaker turn-over. It is the realization, however, on the part of the Wanamaker managers that the Wanamaker system must be a fine sieve to catch that five-cent paper of pins as automatically and as surely as it catches the hundred thousand dollar order for the equipment of a hotel.

It has always been so.

#### How Advertising Saved the Union

In a broader way, advertising has helped to work out the destinies of nations.

It saved the Union in those first dark days of the war when Lincoln had to get money and get it quickly. A Philadelphia banker, whom I once knew, Jay Cooke, took a large share of the first loan issued immediately after the first battle of Bull Run.

Those bonds had to be sold at home.

He had a vision and a theory.

Get to the people with the bonds. How? Newspapers, of course. He did it.

He sent out his advertisements, much to the horror of the conservative bankers of his day, and marketed the government loans to the tune of \$1,000,000 a day throughout the war, and in many cases his advertising actually sold the bonds at a premium.

Remember this was done after the government itself had found it impossible to accomplish the result by the old "practical" methods.

Human nature is essentially the same the world over. Show it a good thing in a way to make it understand and it will act.

Take the experience during the same trying period of the Honorable John Bigelow, who was sent by President Lincoln as consul to Paris. His principal duty, as an experienced journalist, was to influence the French press in favor of the Union. We are told in his recent "Retrospections,"

that his first move was to see that the French papers were supplied with correct information direct from America, instead of being left dependent as theretofore, upon intelligence that had been colored by the Southern sympathies of English correspondents.

We find that he arranged for the publication in pamphlet form of some of the favorable articles that appeared in one of the prominent French dailies. He secured another article in another paper by the old-time device of ordering a thousand copies if it was inserted. He induced General Winfield Scott, who happened to be visiting Paris at that time, to sign a statement that Bigelow had prepared, which according to the rules of the Diplomatic Service, it would have been impossible for Bigelow to have signed himself.

#### The Advertising Man and the Salesman

There can be no doubt but that advertising has led business into new developments, for it uncovers new wants, new selling conditions, new territories, new ignorances and knowledge, and it is a poor sales department and but indifferently managed, that does not draw inspiration from advertising, for a constant revision of the selling viewpoint, plans and methods.

Manufacturers and wholesalers alike cannot hope completely to realize the possibilities of any territory with a salesman. The man is always busied, as he should be, with the individual sale or the immediate prospect of a sale. He has no inclination, no time, no ability to educate all his possible customers.

That is the legitimate role of advertising. One of the South's most observing and convincing writers on business subjects recently paid this great tribute to the power of advertising:

*(To be concluded in the October number.)*

"When Self is enthroned, Passion is made Prime-minister, and Principle becomes court fool."—*S. John Duncan-Clark.*

There is a limit to every man's capability—but few men reach their limit—*Master Printer.*

# What May be Done by Applying the Principles of Art to Business: *by Ernest L. Briggs*

**I**MET THE BUSINESS PHILOSOPHER the other day, in the heart of the sales department of the largest high-grade printing plant in America.

In the few minutes at my disposal, I saw brief inspirational classics, both original and worth repeating, and an abundance of every-day business suggestions blended with bits of philosophy and even poetry. I would rather subscribe to a press clipping service than to the average technical magazine, but somehow this unobtrusive visitor seemed worth cultivating and I am now sure of a lasting friendship from this chance acquaintance.

It is interesting to analyze the audience of any publication. Large or small, bright or dull, all have enthusiastic subscribers, and each may boast of a devoted following which, if gathered together, would make a fellowship club of kindred spirits.

## The Environments of Business

The idea followed by the readers of this magazine is definitely recognizable as the natural result of the evolution of business.

There is no leisure class in this country. *Every man worth meeting is a business man.* There are no qualifications to this statement. The measure of success does not count for as much as some would wish, but the law is immovable—all must work and work for better conditions for all.

The recognition of this fact has given us many utilities, both in factory and office. There is practically no end of mechanical devices designed for the purpose of lightening tasks, and helpful to all from the office boy to the man higher up. Man and many women must spend the larger part of the best hours of daylight, and sometimes the hours of night in business.

Right here comes the philosophy.

Business must be more than endurable and even more than comfortable—it must in some way furnish the best things of life. We must have the daily application of all that furnishes inspiration and beauty.

So it is well to have in the magazine of business some literary inspiration from the

pens of Van Dyke and Hopkinson Smith, and much modern advanced thought shown in its association with actual business problems. This sort of thing makes business men of thinkers and encourages the passing type to think. A man who might in the olden days have hidden his lamp of oil in a cave now finds room for philosophy while engaged in business under the rays from the artistic chandeliers of indirect illumination.

Here we approach the question at issue: "What May be Done by the Application of Art to Your Business?"

## The Evolution of Industrial Art

Modern business development much resembles earlier changes. Dr. George Lamonte Cole, who has made a life long study of the Pueblo Indians and the remains of the ancient cliff dwellers, told me that the lesson to be learned from his collection was that the progress of any civilization could be traced by the progress of its art. The hammer or axe of the Indians was at first a crude affair without a handle, chipped to some semblance of a shape. The shape gradually changed until it came to what was and is required, and then came the handle, at first roughly planned and held in a split stick, but finally approaching its present shape. As soon as the mechanical part of the tool had reached practical perfection some attention was given to the selection of materials, and the fine colors of stone, some vari-colored and suggestive design showed an inclination toward the beautiful. Naturally, the application of design followed, and then the possibilities of shape and color were unlimited.

It is easier to trace our progress in the larger undertakings. We are inclined to forget the small objects until some competitor forces our attention by some embellishment which wins the business.

The first steel skeleton building, now known as the Home Insurance Building, was erected on the corner of LaSalle and Adams street, Chicago, in 1884-5. Com-



pare this with the 1910 LaSalle Hotel, also on LaSalle street, a few blocks north.

In twenty years, architectural possibilities have been realized and "Chicago con-

Touraine. It might be mentioned that its prices for food and service are at least as high as any in the Middle West. Is this development of the art feature a good



THE LA SALLE HOTEL, CHICAGO

struction" now has a world-wide fame for beauty as well as for its adaptability to the requirements of the city of today.

This same LaSalle Hotel has in its interior fittings and decorations exceeded the luxurious art of the chateaux of Old

business proposition for the owners of the LaSalle Hotel?

Swain Nelson established a nursery about forty years ago. Today, Swain Nelson & Sons advertise "Landscapes Without Waiting." The introduction of the art of land-

scape gardening in their business has given them opportunities.

The Chicago University grounds, the Swift and Armour estates, the estate of Chas. Hutchinson, president of the Chicago Art Institute, and hundreds of other landscapes owe something to the art of gardening successfully, combined with the art of advertising. This is better than the lithograph sample for selling nursery supplies, is it not?

#### Patrons Will Pay for Beauty

Among professional men we find some with offices tastefully arranged, with the work of good artists on the walls, oriental rugs on the floors, and fine furniture. These grew from other tastefully arranged offices which had good carbon and other reproductions of works of art on the walls, inexpensive but harmonious rugs and furniture. Does it pay?

Not so very long ago it was the custom of grocers to buy in bulk and sell in packages and bags, both plain and in fact ugly. A change has taken place, and it illustrates the vital point to be considered by those who would find new applications of art. Had the merchant asked his patrons at any time if they would care to pay an advanced price for the sake of having the goods put up in neat cartons, the answer would have been in the negative. But action gets results in art as in all else. Enterprising manufacturers placed on the grocers' shelves cartons with neat designs and attractive illustrations. The customers did the rest, and ever since, bulk goods have been on the run.

The rule holds good in any business. Give your customer something more pleasing in appearance and you will have to call his attention to the price to make him worry about it.

#### Beauty in Printing

Many cases similar to the above few will occur to the reader, but however broad or narrow the ap-

plication of art may be in any one business, there is one common ground which is the foundation on which all businesses are built—good printed matter.

Will Bradley was big enough to design a series of interior decorations for the Ladies Home Journal and to act as art editor for Collier's. He was also big enough to know that a shipping label, a menu, a business card, letter head or program could be planned along artistic lines. He found time for such planning.

One of the best examples of the good use of an art theme for advertising purposes is shown by the adaptation of the painting,



THE DUTCH BOY

"The Dutch Boy Painter," by Lawrence C. Earle, to the use of the National Lead Company, of New York. This valuable painting is now in the directors' room of the company. Mr. O. C. Harn, the advertising manager of the company, informs me that it is the intention to have a reproduction of the figure of the Dutch Boy on every piece of advertising matter used by the concern. These reproductions are all well-made and so displayed as to enhance the value of the printed word. This advertising is effective. The advertising manager of the National Lead Company will stand back of that assertion.

The growing demand for artistic printing has resulted in a number of printing plants organized for the purpose of producing artistic printing. Some few of these plants realize to the fullest the possibilities of the printed sheet. These are comprehensive enough to maintain the desiderata of beauty throughout, from the smallest circular to the mammoth catalogue. They include the wonders of the age, the modern magazine with its great circulation and the modern book with its complex requirements, in their output. This means that the most intricate inventions in machinery must be in use in every department, and a splendid organization of business men must be maintained as an organization for art discrimination and application.

The application of art to business may be considered as inclusive of every piece of printed matter, the office environment and the product of studio, office and factory combined. It brings profit and gives a solid basis for the future—it *makes the business life worth living.*

## Co-operation

By W. H. Tennyson

ALTHOUGH, as stated by Lincoln, "Success does not so much depend on external help as on self-reliance," external help is worth a great deal sometimes.

"The real business of the world," says E. B. Kirby, "is done by team-work, and you must qualify for this. It is done by innumerable bodies of men, each of which is under some kind of organization, intended to combine its units into an efficient

human machine, capable of the business on hand."

Again, *The Philistine* declares that "men are valuable just in proportion as they are able and willing to work with other men. When a person loses his ability to co-operate with others he has joined the Down-and-Out Club."

Often we see words of encouragement for the man who is discouraged temporarily. General words of this kind on paper have not the force, however, that a hearty hand clasp or an encouraging remark from some fellow worker has.

Add your strength to the strength of your fellows. Learn the secret of good comradeship.

For the man with the habitual grouch there is no room in the ranks of the successful. Neither can the man who stands aloof and who is unsocial be successful as a salesman. It never pays to jeer at other men and find fault with them, just because they happen to have struck hard luck. The jeerer may find himself in a like position the following day.

Learn, rather, to do team work, to co-operate, to lend a hand. Men who co-operate gain mutual benefit.

It is well, too, to think of team work in another light.

It is a psychological fact that persons of opposite personalities attract. Men who are able to work together, it will be found, very often admirably complement each other. Traits of character that are weak in one are strong in the other.

Many salesmen have found that by working together, doing team work, they have been able to do more than twice as much business as when working individually. One man is often able to secure an interview, but cannot close. Another man can secure almost any man's application provided only that he can secure an interview, but for some reason he lacks the power to secure the interview.

Yes, "the real business of the world is done by team-work."

"Personality is not purchasable—no bank book can compass it."—*Anne Monroe.*

"I cannot sweep the darkness out, but I can shine it out."—*John Newton.*



# The QUESTIONS OF SOCRATIC

BY ARTHUR W. NEWCOMB

## Nool's Reliability

**O**BERVE the ornate front elevation of one Hennery Nool," started Fussberg, suddenly sitting up flipping the sand out of his hair. "I thought he was wooing the fickle goddess Fortuna in San Fran."

"I seem to note a droop of sadness in his footsteps," cacchinated Dubheimer, pouring the hot sand over a fat knee. "Mayhap the jade has turned him down."

"Henry is a very able young man, and a dum good fellow," boomed Wiggins. "I have no doubt he made good all right in 'Frisco. Can't a man come home on a vacation without you self-appointed oracles consigning him to the discard?"

"O Wigg!" groaned Fussberg, "The sand is warm, the sky is blue, the sun is bright and kindly, and the Pacific Ocean is reaching out her cool, calm, sea-green arms to us—she wants to soothe us and sing to us. Why must you take yourself and the rest of us seriously on an occasion like this?"

Wiggins opened his mouth to reply, but Fussberg cut him off by the shout: "Hi, Hennery! Come on in—the water's fine!"

Nool stopped his slow pacing of the pier and squinted along the beach, trying to locate the source of the voice.

Wiggins majestically waved his long, solemn hand, and Nool spied the bunch. Vaulting off the pier, he came over and there were greetings and hand-grips.

"Just wait until I go up to the bath-house and get into the scanty attire," he grinned, "and I'll be with you in the damp."

"Hennery sure has fallen down," mourned Fussberg, while we waited for

the returned wanderer to get into his bathing suit. "His voice is wooden and his eyes dull. I thought he had grown so much in the last year or two that he would be sure to make a hit. Too bad!"

## The Tragic Truth

"I don't see why you're so sure," objected Wiggins, stubbornly. "He does seem a little bit down in the mouth, but perhaps his dinner has disagreed with him. Or he may have been having trouble with the girl."

"Wait and see," scoffed Fussberg. "Hennery's gloom is no summer thunder storm."

After some minutes of this debate, Nool joined us, and we all splashed into the big, salt tub.

A quarter of an hour later, we were all soaking up sunshine in the sand. It was Dubheimer that broke the skin of the cheese.

"Well, Hen, old boy," he bellowed, gently, "how'd you make things go on the new job?"

Nool's eyes sought the horizon for a moment. Then his head drooped and he muttered, "Well, fellows, I fell down—I've been canned. That's the rotten truth."

Socratic stepped quietly into the murky silence that followed this confession.

"Been neglecting your AREA, Henry?"

"Assault and battery on your AREA tommyrot!" blew off Nool, savagely, banging his fist into the sand. "It's all a delusion. I worked for two years developing my AREA, as you call it, and this is all I get for it. Just about what I expected, though. You can't make a gold necklace out of a piece of lead pipe. I guess I'll go back to the high desk at Lichtenberger's,

where I belong—that is, if the old man will take me.”

“Don’t think a man’s AREA has anything to do with his success?”

“May have something to do with it, I suppose, but a man can grow big with Ability, Reliability, Endurance, and Action, and still be a pink, polka-dotted failure.”

“Ever know such a case, Henry?”

“Well, you can see I am in no mood for swinging the censer before my own shrine, but you know yourself, Socratic, I did develop my AREA—and this is what I get.”

#### Honest but Unreliable

“Still, mightn’t there have been some little irregularity in the outlines of that AREA of yours, Henry—some places where the frontier had not been pushed very far?”

“Well, maybe. But I did mighty conscientious work on all four of the qualities.”

“I know you did, Henry, and I thought you would succeed unless you failed in reliability. Are you sure you developed that as far as you ought?”

“What do you mean?” bristled Nool, getting red in the face. “Honesty is more than a policy with me, and you ought to know it. It’s bred in the bone. I want to know what you mean by your question?”

“Just what is reliability, Henry?” soothed Socratic, ignoring the hauteur.

“Why, it’s trustworthiness.”

“And it is a result of what?”

“Sounds like our old AREA club recitation,” grinned Nool. “Why it is a result of the development of the positive feelings.”

“Honesty the only one of the positive feelings, Henry?”

“Why no, I suppose not, but it’s the one we make the most of in the development of reliability.”

“Perhaps so—at least some people, to whom honesty is ‘bred in the bone’ anyhow, and therefore no trouble to develop, may make the most of it. But do you think any man would be a complete failure who was full of faith in himself and of hope for the future?”

“Faith and hope! They are feelings, of course. I hadn’t thought of that,

Socratic. But what’s the use? I’m too much of a doubting Thomas ever to develop any amount of faith.”

#### Nool Takes a Brace

“Do you think that a man is fully reliable who lacks faith in himself?”

“Well, in the technical sense of the word, perhaps not. But in the way that the word is ordinarily used, I can see how a man might utterly lack faith in himself and yet be thoroughly reliable.”

“Would you call a man reliable who would get cold feet and desert his post under fire?”

“Of course not. I guess you’re right, Socratic. And I might just as well own up that I fell down right there. I had to meet a committee from the Board of Supervisors and present our line. I got stage-fright and balled my selling talk up so that my competitor took away the business like taking the meat out of a soft-shelled egg. The boss was mighty good to me and tried to cheer me up, but I was down in the mouth. The result was that I got to passing up the hard prospects a good deal of the time, simply calling on them and getting my turn-down without trying to make a killing. Then the easy ones began to find out how little trouble it was to turn me down. By that time, the Old Man shed a few tiny tears of regret and reluctantly scraped me off the pay roll. Unreliable! I guess that hits Henry Nool, all right, Socratic. Wallop me hard. I don’t care what you give me. Only soak it to me strong enough to make me wake up, buck up, cheer up, and whoop ’er up, and go after the development of my whole AREA—reliability included.”

“Last one in’s a mutt!” yelled Fussberg, piling a double handful of sand in Wiggins’ lordly mane and sprinting for the surf.

#### “Not the Thing Itself, but the Idea of the Thing”

NOW this is my idea of living,” elaborated Wiggins, digging into his sundae. “The coolness of the sea breeze, the radiance of the lights, the soothing murmur of the surf, the soft, distant music of the band, the gleam and flutter of the light dresses and white ducks, the laughter and chatter of happy humans, the delicate flavor

of the ices, all go to make up a midsummer night's dream of delight."

"Wiggins turned Sybarite!" grunted Fussberg, almost upsetting his glass. "And this is his idea of living! Suffering imbeciles! Sand in his shoes, gnats in his eyes, sunburn on his nose, blisters from the oars on his hands, gum-chewing supports for dead hair in the foreground, goo-eyed spooners in the middle distance, and heavily tanked souses in the background, dilute inanities in his ears, salt and sand in his hair, a gob of sweetened paste in his stomach, and a fatuous, pink-and-tinsel idea in his alleged mind! I suppose, Wigg, you would think that you had died and gone to Elysium if you were to get into fairly decent surroundings."

"And I suppose you would want to sprinkle attar of roses on your English violets, or turn up that classic nose of yours at gold double eagles because they were not flavored with fresh spearmint."

"Forget it!" snapped Pascoe. "You're both wrong, as usual in these silly wrangles. This isn't living, Wiggins, no matter how much pleasure it may be to your physical senses. It's simply relaxation and recreation in preparation for living. And it isn't a nightmare of discomfort and disgust, Fussberg. The shadows in the picture bring out the high lights. But it's when we are doing things in our work, when we can see the results grow under our hands, when we know and feel our power that we are really living."

"Et tu, Pascoe?" groaned Fussberg. "How could you? We all love our teacher dearly, and learn our little reading lessons as well as ever we can—so we do. But we don't think we have to stand up and recite the bunk on solemn occasions like this. Besides, for a man whose pate makes a high light among the shadows of the bald-headed row four nights in the week, your professed idea of living is too obvious. And relaxation and recreation! Baled hay! It's an assassinating bore, and you know it. We all know it. And we all hate it. But we come over here and take our punishment because 'it is the thing to do.' Nobody has a good time, any more than I do. But, poor fools, like me, they think they have to come. And then some of the more glib worshippers of the established, like

Wiggins and Pascoe, drool about midsummer night's dreams and relaxation! Hold my head, Dub, I'm going to faint."

"Poor Fuss!" exuded Wiggins, "He can't even take his pleasures seriously, but has to delude himself into thinking that he is bored, and that everything is as hollow a mockery as his conversation. The rest of us aren't suffering any. This is a delight to me."

#### Suffering from the Idea of Hot Weather

"Hello, here's Goode Burdard," interrupted Fussberg. "Come on over, Goode, and join the bored."

"Thanks," smiled Burdard, nodding to the circle about the table, "Misery loves company, and I am worse than bored tonight. I've got to go over into the Imperial Valley to put one of my salesmen on his feet, and I'm slowly broiling to a cinder at the very thoughts of it. Pejor was over there last week, and he tells me that they are cooking their meals in the heat of the sun."

"Nonsense!" snorted Dubheimer. "I was over at El Centro last week myself, and it was just fine. Little warm, of course, but the heat is so dry that you don't notice it much. Besides, I feel better when it's hot."

"That's the difference between your temperament and mine, Dub, pursued Burdard. "Your blood may be so cold that a little scorching does you good, but mine is warm enough as it is, thank you."

"Hold on a minute, Goode," broke in Socratic. "Remember that Fourth of July we spent in Fresno, a year ago?"

"The day we raced all over town looking for members of the city council purchasing committee, finally got them together, bagged their order for equipping the new city hall with our device, and got away to Bakersfield on the evening train in time to land our man there before he started East? Well, can I remember one of the biggest larks I ever enjoyed? I'll tell you, I lived that day."

"And do you remember that we saw in the paper the next day that the Fourth of July had been the hottest day that Fresno had seen in years, the thermometer climbing up and touching a hundred and twenty-two in the shade?"

"By Tetter! So it was. And I remember I never noticed that it was hot at all."

"Is it really the heat, then, that you dread so much in going over into El Centro, or just your idea of it?"

"Well, maybe it is my idea of it, but I dread it just the same."

"Borrowing trouble, aren't you?"

"Don't see that I am."

"Well, if your idea of the Imperial Valley were the same as your idea of Fresno that Fourth of July, then you wouldn't dread it at all, would you?"

"No, I suppose not."

#### Some Painful but Preventable Ideas

"Wiggins here has an idea that Coronado on a summer night is living. Fussberg has an idea that it is a perishing bore. Pasco has an idea that it is relaxation and recreation. But the thing itself is the same in all cases, isn't it?"

"Sure," we chorused.

"Here is Fasil. He almost goes into convulsions when he hears a violin. And yet the rest of us enjoy violin music—with the emphasis on the music. Is it the violin that distresses him, or simply his idea of the violin?"

"Must be his idea of it," answered the crowd.

"Then here is Dubheimer. Hates to study. Groans when he studies English, perspires, twists his hair, grinds his teeth, bites his nails, and says things I dare not repeat before Wiggins. And yet he never notices the flight of time when he is studying out the batting and fielding averages of the big teams and their players. Is it the studying that causes him such grief, or his idea of studying?"

"I'll answer that," swung in Dubheimer, grinning. "It's just my fool idea that it is hard to study that galls me, that's all. But I'm getting over the idea, Socratic. It gets easier all the time."

"Does the subject you are studying get easier, or is your idea of studying convalescent?"

"Oh, the stuff gets harder all the time, and I have to study harder, but I don't dread it so much."

Just then there was a commotion at a near by table. A woman had screamed and fainted. Wiggins went to help.

"Toad hopped against her foot," he said, when he returned.

"Was it the toad itself that terrified her, or her idea of the toad?" Socratic wanted to know.

"Must have been her idea of it, because the toad itself is perfectly harmless?"

"Now here is Fussberg again," tickled Socratic. "A day or two reading proofs will put him to bed with a bruised ego. And yet he can read prize-fight dope by the week without suffering a pang. Which is it, the thing itself or Fuss's idea of the thing?"

#### How to Lay the Specter

"My idea of it, of course," owned up Fussberg, impatiently, "but what's the answer? What's the good of all this analysis of our troubles?"

"Can Goode change the temperature of El Centro, Fussberg?"

"No."

"Then he's bound to suffer from the heat when he goes there?"

"I see, I see. Please pass the hammer and a cold chisel and I'll get the idea into my head. What you mean is that most of our troubles are caused not by the thing itself, but by our idea of the thing, and that while we can't change the thing, we can change our ideas. Fine! Now perhaps, having shown us the way out of our afflictions, you will be good enough to show us how we can walk in that way."

"How did you get rid of that old idea of yours that you hated to write advertisements?"

"I got interested in the business, and was sitting up nights writing ads before I knew what had happened to me."

"And how did you get interested?"

"Got the idea that I could make money at it."

"Couldn't you get interested in proof reading by filling yourself with the idea that an absolutely clean proof is a rarity—and one worth producing, or that no ad is ever perfect and there is an opportunity for you to get in some feature at the very last minute that may increase the selling power a hundred per cent?"

"Bimini! Of course I could."

"But how about my trouble with the

violin?" queried Fassil. "How can I interest myself in that?"

"Did you ever stop to analyze the fact that there was nothing so terrible about the rubbing of a rosined horsehair across a gut string on a wooden box?"

"Don't know that I did. What difference does that make?"

"Ever see a horseman training a colt not to be afraid of locomotives and automobiles?"

"Sure—drove the beast right up to the whirring, hissing things until he found that they would not hurt him. I suppose none of us really fear what we fully understand."

"Would the woman have fainted when that toad hopped against her satin slipper if she had spent years in the study of the anatomy, habits, and classification of reptiles?"

"Rather not. She would have had a totally different idea of the cute little thing."

"Would Fussberg make sarcastic remarks about young girls if he had a couple of lively daughters of his own?"

"Let's go and shoot the chutes," suggested Fussberg. "My idea of this whole show has changed."

### What Garfort Didn't Know

YOU had better let me write a couple more thousand on your life while you're here, Garfort," pleaded Wiggins, as he filled out the receipt for the premium Garfort had just paid. "Your family is growing, and you are getting older. You really need more protection."

"No events," stubbed Garfort, doggedly. "It's about all I can do to soak off my fingers the money I'm paying you now."

"You'll have to think up some better excuse than that, old man. You have been building up business in your territory right along, and your commissions ought to be nearly twice as much now as they were when I wrote this first policy for you. Come, what do you want? Another twenty-year endowment?"

"I did push up my sales to beat the tambourine for a year or so, but they have been falling off for the last six months like the white man's hope before the black cham-

pion. Unless I can get my stride again, I'll have to take a new territory."

"What's the trouble? I thought we were on the sparkling crest of the wave of prosperity. New competitors in your territory?"

### Same Competitor—New Ability

"No, same old crowd. But X. Q. Berty, with the National, is taking business away from all the rest of us in shiploads."

"What's he got on you? Prices or qualities?"

"Neither one. We all carry about the same grades of shoes, and the trade agreement keeps prices even. It's a puzzle to me how he does it."

"Is he such a whirlwind of a salesman?"

"That's what I can't figure out. He plugged along for years about the same as the rest of us, and we were all happy. Then, all of a sudden, he began to pull out of the ruck like a race-horse saying good-bye to a herd of fat steers. Since then he has had the bunch running around in small circles, throwing flip-flops, squawking discordantly, and burning up nerve fiber."

Socratic had been slowly coming out of his cave of meditation ever since the conversation began. Right here he took a hand in his usual quiet way:

"What does Berty himself say about it?"

"Says that for the first time since he began to carry a sample case, he knows his goods. But that's only a bluff. We all know our goods."

"Made a scientific analysis of them?"

"Why no—what's the use of all that poppycock? I've been handling shoes all my life, and I guess I know shoes."

### Some Questions Garfort Didn't Answer

"What's that shoe you have on, Garfort?"

"Why, that's a Nettleton 'White House' patent leather, Oxford tie, knob toe and common sense heel."

"What is the vamp made of?"

"Horse hide."

"What kind?"

"Oh, it's the best quality."

"How do you know that?"

"Tell by its flexibility, weight, and toughness?"



"Is it Russian horse hide?"

"Perhaps so—that's a good quality."

"Be a good thing to tell your customers if you knew?"

"Oh, I suppose so, but they know the values of the Nettleton line."

"All of 'em?"

"No, not all of 'em, but they can be told about it."

"Where and how was it tanned?"

"Oh, I don't know where it was tanned, but it was done with bichromate of potash."

"Some tanneries do better than others, don't they?"

"Yes, I guess so."

"What is the outer sole made of?"

"Sole leather."

"Pretty broad term, that, isn't it?"

"Yes, there are a good many qualities of sole leather, but this is the best."

"Why not tell them that it is from the back of a Texas steer, tanned in Kentucky, with oak bark from Tennessee, and then explain why this is a superior combination?"

"That might be better, but they never ask about such things."

"What is the inner sole made of?"

"I can't tell you, specifically, but it's high grade, flexible, heavy leather."

"How about the lifts of the heel?"

"Don't know."

"What kind of thread is used?"

"Don't know."

"What cement do they use in the thread channel?"

"Some kind of stickum—I don't know."

"What kind of leather is used in the box toe?"

"Oh, it's just leather, hardened with some kind of preparation."

#### A Loud Outburst of Silence

"What's the tongue made of? (Silence). What is the sole polished with? (Silence). Of what and how is the twill made? (Silence). How are the laces made? The nails? The eyelets? What is the 'patent' enamel made of, and how is it applied?"

"Oh, cut it! You can't take the time to tell a busy merchant all those things."

"Do you know the history of shoes? The kinds worn by the different peoples of the past and present? The development of the shoe industry in the United States? When

and where this particular shoe was produced? The designer of it? The industrial conditions in the factory? The personnel and capitalization of the firm making it?"

"No, not much about those things. What have they to do with selling shoes?"

"Do you know just how this shoe was made? The exact processes of tanning, die cutting, binding, bottoming, trimming, polishing, and packing and shipping?"

"Oh, a little. Not enough to talk much about them."

"Do you know about the machines used, when they were invented, and how they excel hand work? The financial and executive problems that arise in running a shoe factory and how they're solved in the factory that made this shoe?"

"What I don't know about those things would make me a millionaire if I knew them."

"Do you know just exactly what it costs to produce and market this shoe? How the cost is figured? What profits the manufacturers, jobbers, and retailers make?"

"Oh, I know a little about the jobbers' and retailers' end of the business, but nothing definite."

"Do you know just the relation in value, as to quality, utility, perfection, and price of this shoe to the other shoes in your line?"

"Yes, I know something about that—at least I can talk about it."

#### Garfort takes the Count

"Do you know who buys these shoes? Just what is their reputation among consumers? Any good judges of shoe values that wear them? What are the suggestive associations of this shoe?"

"Enough! Enough! I'll never say again that I know anything about shoes until I can talk something besides glittering generalities. I know enough about salesmanship to know that I have to get down to brass tacks when I want to sell. But I never realized before how vague, flat, and scanty my real knowledge was. I don't see how I ever sold any shoes at all. I'll bet there are consumers that know more about them than I do."

"And you're going to—?"

"Spend my vacation in the shoe factories and tanneries—live in them day and night—nose through them from cellar to loft—

haunt the technical libraries. And I'm going to spend a week or two with our accounting department. Then, in the fall, we'll see where Mr. X. Q. Berty gets off."

"How about that new policy?" smirked

Wiggins, coming out of his suspended animation.

"Make it a five-thousand-dollar, twenty-year endowment, Wigg, old man. I'll meet the premiums all right."

## "Jungl-itis!"

By D. HERBERT MOORE, in *Agricultural Advertising*

**D**ON'T start—gentle reader—this is not a reopening of the Sinclair vs. Stockyards controversy.

Reference is made to the genuine African variety of jungle, and the fascination it holds for the modern hunter.

"Jungl-itis"—the "Big Game Fever"—is simply a symptom of the trend today toward big efforts—big results.

When Theodore Roosevelt set out to carry his hunting tour into the very heart of Africa, to penetrate the jungle—to match his endurance, his judgment, his fighting skill, against the mightiest beasts that roam—when he set as his mark the highest achievement hunter could win, he did more than give the world a concrete example of his own aggressive personality.

He gave expression to that fever that is a part of life in the new century—the throbbing desire to conquer the *biggest* obstacles and to win the *biggest* trophies.

Now "Teddy comes marching home" with enough specimens to stock a hundred museums.

And the point is this—he went after Big Game and he didn't stop until he *got* it—and got it *a-plenty*.

Colonel Roosevelt might have lingered in his native land had he been satisfied with smaller things. But the excitement of popping over the mild and purring wild cat of Arizona or the gentle grizzly of the Rockies had palled upon him.

No pop-gun play for Theodore!

He thirsted for *gorier* gore. He wanted to confront the lion in his lair and to twist the tail of the ferocious tiger.

He had the "Jungl-itis"—an acute attack.

And the Colonel's malady was contagious.

After him into the heart of the Big Game country went a host of followers. Our own McCutcheon forsook the cor-

rosive pencil for the explosive elephant gun, and followed suit. Many more trailed in his wake, all with hearts pounding and cheeks glowing with the Big Game Fever.

It's the modern trend—the right trend—for those who play the Man's part—this Big Game hunting.

### Jungl-itis in Business

And it's just as true in business as it is in sports.

The keen, live, alert man of affairs—whose nerves tingle with the desire for real accomplishment, is not content to pepper at Johnny Cottontails with bird-shot. He has lost his zest for snipe.

And just as the modern hunter sets his face toward the Big Game country, just as the Izaak Walton of today ignores the patient pike and the overfat bullhead and does battle with the gamey "muskie," so Mr. Commercial Huntsman and the angler for the best that is in the sea of business demand that *they* shall land the same *prize* trophies.

This holds the vital lesson for the advertiser, for the man who ought to be an advertiser. And the first chapter in that lesson and the first line in the chapter is this:

### *Go After the Big Game.*

It's just as easy—often easier—than to do the thing in a pickayunish way.

But you can't rouse Big Game from the brush pile back of the barn. You won't land salmon trout or tarpon from the mill pond. It takes a brave man to be a good advertiser. It takes a brave man to be in business at all.

The man who is afraid of his shadow lingers amid the rushes that skirt the shore and watches the fellow of nerve and initiative wade in and win the prize.

You can't play any real game without bravery.

And business is a game—just as love and war and politics and every other struggle that puts men on their mettle is a game.

You will always have competition—stiff competition. There's no royal road that the other fellow can't encroach on, but the deeper you go into the Big Game country, the straighter your trail to your quarry, the fewer your companions will be, the more good, "clean" shots you will have for yourself.

**If this be a Disease—Give Us More Sick Men**

"Jungl-itis"—this incessant longing for Big Game—may be a malady. But it's a heap sight better than "Buck Fever," the outward quaking and inward shrinking from the dangers and discouragements of the trail.

Many there be who suffer from the latter ailment. Steamless fighters—the small game hunters in business. They are out with bean blowers, seeking to bag field mice. They are fishing with pin hooks for tadpoles.

Big Game hunting is not a parlor accomplishment. It doesn't class with ping-pong. It's not an undertaking for the fellow whose feet are tender and whose back is

achey and who is not willing to drudge and carry and wait and to eat rough food in rough places. It's not for the fellow who won't drink flat on his belly from the cup that Mother Earth provides.

It's a man's work—and a man's winning.

Have you "Jungl-itis" in your veins, Mr. Business Man?

Do you feel the call of the Big Game country—to do the big thing in the big way—and win the big reward?

The time was never so opportune as now, the opportunity never so ripe. The way is more open than it ever was before. The game awaits you. The road is not always easy, but it has been trod before and there are markings along the way to show you the course. There are paths and guides and helpers.

Colonel Roosevelt wanted Big Game—so he did not go armed with a target rifle. He took Big Game guns, Big Game ammunition. He went *prepared*—and came back rewarded.

And that's the way the business hunter will win. He will be well prepared, well armed, well backed, well nerved.

And not the *least* of these accoutrements is the *true nerve* that means—not false confidence—but the *Courage* to do the Big Thing in the Big Way.

## What is Good Advertising

By JEROME P. FLEISHMAN

THE president of the Advertising Club of Baltimore—McKee Barclay is his name—delivered himself of the following bit of wisdom in the course of a little talk on advertising that I had with him a short time ago:

*"Good advertising isn't noise. It is desire-creating salesmanship. Do you want to know whether you have written a good ad? Then ask yourself this question: 'Have I said anything that will make the other fellow WANT what I have advertised?'"*

This man, who is the executive head of an aggregation of the Monumental City's brainiest producers of advertising "copy," is as full of horse-sense as he is of genius. He is a newspaper writer and cartoonist. Perhaps you have seen his name before, for his work is reprinted in the foremost journals of the land.

He is extremely practical—a personification of the sort of practicality that will tear the most effusive and elaborate piece of advertising to pieces with the query, "*Will it sell the goods?*"

And it seems to me that Mr. Barclay's query is, after all, the supreme test.

Advertising is written by or for the man with something that he wants to dispose of to somebody else.

The best advertising, regardless of copy critics and art connoisseurs, is that which does what it is intended to do—*sells the goods*.

Do *your* part, Mr. Merchant—put some life and enthusiasm and "desire-creating salesmanship" into your advertising—and the other fellow will want to do business with you.

# Argument in Favor of Quoting Prices in Advertisements : by A. St. P. Reynolds

SO," EXCLAIMS our genial friend, John Bigfamily, perusing his Sunday paper, "here is just what I have been waiting for, an opportunity to pick up a new suit cheap. 'Quickseller' is advertising forty-dollar suits for just half. I'll get down there bright and early tomorrow morning and look 'em over."

"Did you notice a vacuum cleaner advertised on that same page, Jawn"? remarks the Missus.

"Vacuum cleaner, that's the new fangled way of sweeping. Yes, here it is. They don't say how much, though. Humph, reckon they are afraid to tell, perhaps. I'd stop and ask 'em or drop 'em a line, but if I did either they would try to 'hot-air' me to death, or sick their canvassing agents on me, or else they would everlastingly pester the life out of me with circular advertisements. Nothing doing on the vacuum cleaner, m'dear, we'll wait till they come out with their prices and if we can afford one, then we'll get it."

About the suit, however, the lingering smile which lit Bigfamily's phiz during the rest of the day, was the smile of anticipation. The advertiser stated the quality and price, and Bigfamily *sold himself the suit*. It may never have been built to sell for \$40, but it was worth \$20 and Bigfamily was satisfied.

In ninety-nine cases out of every hundred where no price is quoted the advertiser is deluding himself into thinking that he has a good reason, and from any angle or perspective he is dead wrong.

The hurrying, frivolous public won't guess worth a cent. It is utterly devoid of favorable imagination. It is from St. Louis in more ways than one, and if its fancy supplies the aching void left by the lack of price in an advertisement, it does so with a grouch, for it figures that the advertiser had good reason to neglect to state his price. The reason popularly attributed is that the price might bring on acute cardiac neuralgia.

Suppose—yes, let us suppose—that a big factory took the pick of its brightest sales-

men, dressed them up fine, gave them excellent samples and started them forth, but utterly refused to give them an inkling as to the price on the goods. The railway ties from Maine to Mexico would soon be crowded with them homeward bound, unless they managed to save out a return ticket.

Then why, in the name of the great horn spoon, are the finely dressed ads, the best obtainable at the price, expected to shout, verily to scream forth their wares and when asked their prices to stare the reader dumb-founded in the face? It would spell absolute confusion for the salesman. Is the ad not the salesman, too?

Because a thing costs high to produce is no reason why prices should not be quoted at first hand. Everyone expects a house to cost more than a suit of clothes.

It isn't necessary to have a bargain to make a sale. The public wants its needs supplied, and it knows that it rarely gets its needs at a bargain.

Merit will sell a useful and superior article with price blazoned on it much quicker than without, especially if the price is "right."

Therefore, I contend, why be afraid to put a price on goods advertised? A store that doesn't mark prices in its show window display will never have a popular run of trade. It is the plain open-and-shut way of doing business that sells goods these days.

Buying by the public is not horse swapping and few people, if any, want to haggle. Besides, haggling takes time, and time is worth money to the man who pays money for it. Prices marked plainly in advertisements will allow the buyer to size up his roll and if his desire is great enough for the goods, he spends if he has the price.

Irrespective of quality, price is the greatest feature of all, and the man who tells of his goods in advertisements and fails to state prices is shortsighted and is doing but half of what is essential to promote sales. He is apt to be considered one of the "hot air specialists," aiming to get into touch

with the spender so that in the effusion of his humid selling gas he can "sort o'" overcome the buyer and make the sale.

No, all non-quoters of prices who advertise are not in this class but the public is shy of the man that doesn't quote prices.

Lack of price indicates lack of confidence on the part of the seller, or else it indicates the questionable practice of gauging the price according to the means of the purchaser.

And it is surely a waste of the advertising appropriation to tell of the merits

of good goods and not to tell of the cost of them.

How many sales would Sears-Roebuck make, were their prices not a feature along with quality. How many sales would Wanamaker or Macy's close if they advertised without stating prices.

I may be wrong on the exceptions but in the rule I stoutly maintain that price should be named in all advertisements with a liberal use of intellect on the part of the advertiser to convince the "advertisee" that the goods are measure for measure, worth the cost and more.

## Human Welcome

By C. R. TROWBRIDGE

**W**ELCOME! How lifeless, how meaningless in paint or ink. But what a *power in human demonstration!*

Here is a convention. The store fronts and buildings are gay with welcome signs. "Welcome, welcome, welcome" on every side. A reception committee is at the railroad station. Several strangers of importance are expected. They arrive. Sparkling eyes and thrilling handshakes combine with smiles as the committee members receive the visitors. Up the street they go in carriages.

Did the signs or the man give the true definition of welcome?

In a hotel down east there is a beautiful welcome sign over the desk in the rotunda. A stiff, cold-faced clerk extends a clammy hand wrapped about a pen, as he nods to the register for the signature.

In a hotel in an Indiana city a merry little fellow meets every hack and bus that backs up to his doorway. "Good morning," "Good evening," "How are you," comes in a cheery voice with a hearty handshake.

Did the sign or the man give the true definition of welcome?

Over the doorway of an office in an Illinois factory is a very pretty sign, "Welcome to Everybody." I sat in a cubby hole on a hard-bottom chair in that place for two hours one day, waiting to see the president. An unconcerned boy, chewing vigorously on gum, had previously presented my card. Just why I was kept wait-

ing so long, I never found out, but when my patience was at the point of blowing a piston, I was waited upon by a chilly young clerk, who said the chief was "very busy today" and to "state my business." I did—on the back of a card—and hastily left the building. My mission meant a lot to this factory manager, as I represented a big stockholder in the company, who sought some information on a certain delicate topic. The next day I received, by registered mail, a letter of apology, but I never went back and the stockholder later disposed of his holdings.

In another factory some years ago, I happened to be a caller on a matter of interest to the general manager. I sent in my card by a wide-awake, pleasant chap, who returned instantly to tell me that the general manager would see me in a few minutes. It was scarcely ten seconds, it seemed, when I was greeted by the man I sought, with "Glad to see you; come right in," accompanied by a handshake which immediately gave me courage and hope in the proposition I had to present.

Did the sign or the man give the true definition of welcome?

Webster in defining the word says, "To receive and entertain hospitably, gratuitously and cheerfully."

Can a sign do this?

The answer must be *No*.

Human welcome is the thing.

In this there is *action, inspiration, results!*

# The Securing and Holding of Favorable Attention : *by* Fred G. Kaessmann

ON EVERY hand one may see the lessons of life. Nor are there restrictions. The scientist may see—as may the butcher, the baker, the candlestick maker. Above all, may our friend, the salesman, see. He can learn here, there and everywhere. The main trouble is that many of us having eyes see not. But—we can learn.

Here is one lesson.

The city hall was packed to the doors. Not another seat was left. Aisles were crowded, doorways packed.

Hon. William P. White, mayor of Lawrence, Massachusetts, candidate for reelection, was soon to address his fellow citizens. He sat there in all his immaculateness whilst other minor lights said their little say. It would be impossible for him to make a spectacular entrance. To secure attention he must devise some other means—but he was equal to the occasion. His voice is powerful. He can make himself heard even in the largest of halls. So he placed his reliance upon that.

## A Political Attention Getter

"Ladies and gentlemen," he said, "One year ago when I ran for mayor, the Democrats said I would steal the eagle off the city hall. Today the bird is there proud and handsome in his brilliant plumage. Had the Democrats been elected, his head would have been between his legs, and his tail feathers would be drooping unto the dregs of shame."

Did that attract attention? Would that have attracted you? Whether or not, it caught that vast audience, caught it to the man, and the roar of applause that followed showed plainly that for the present, at least, he had that big concourse of people in the hollow of his hand.

Yes, and he kept it there. Nothing prosy about his talks. He talks facts and figures. No mere "hot air" for him. Like the salesman out fighting for glory and orders on the firing line, he met objections—the kind the gallery god likes so well to

present. These he met straight and properly. Then there were other objections:

"Believe it or not," he said, "I was offered \$7,500 to pave Essex street with wood block paving—\$7,500, five times as much as you pay me for a yearly salary. Did I take it? Did I betray you who fought for me last fall, and you who trusted me?"

Voice from the audience—"You wanted \$10,000."

"Yes and you," retorted the mayor, like a flash, "would sell out for two dollars."

Laughter greeted this—and cleared the way for proceeding.

Just try to imagine, though, if you must, what a cumbersome thing any attempt at explanation would have been, under the circumstances. Yet there are salesmen, placed in almost identical circumstances, not as to facts, understand, but as to circumstances, who try to explain—to their sorrow.

Especially is this true of salesmen whose one strong point is a secret manufacturing process, relative to which, though, purchasers will persist in nagging. Such can learn from the mayor of Lawrence, Massachusetts.

## Building a Selling Point

"They tried to get it going. Various societies took hold. But until I came along those poor women, earning just a few dollars a week, with children, little children, and no husbands, had no place to leave them. I changed that. I had them come here to the city hall and I talked it over with them. Then I went out and got the money. The business men of Essex street subscribed it.

"Today those children are clean, safe and happy—and their mothers no longer need worry. You may think that nothing. There was nothing big about it—but all others failed. You might have failed. I made the home successful. I established it. Is that worth nothing? Ought you, who have children, children that may some day

be left alone, not to consider that, when you cast your vote next Tuesday?"

"Billy" White is a shrewd politician. He is as shrewd and far-seeing as the best—nearly always. Now, I myself believe that his heart was in the work when he worked to place this children's home on a successful and permanent basis. Discussion as to that would here be futile.

Important to salesmen, though, is the fact that men *can* build selling points—when "on the job." Many is the proposition that might be made more attractive, around which a better selling talk could be built, if only those who would be most benefited would dig for the points, would, so to speak, provide children's homes—for effective talking later.

Many salesmen can attract attention. Many can maintain this attention at white heat. These are successful. Many others cannot.

Mayor White is one of those who can. It is a pleasure to watch him keep his finger on an audience's attention pulse, as it were. The slightest wandering quickly becomes known to him. Always, too, he is the man of the minute. He can check that wandering—does check it—instantly. No matter how important the matter may be that he may be discussing, he switches from it for the time being. Some other point is brought forward—for the time being. Always, however, he drives home the point he had in mind. He comes back with it later in the talk.

By following this method he kills two birds with one stone: He maintains the interest of the audience—and he, sooner or later, drives home the point in mind.

#### About Repetition—The Teacher's One Method

To the salesman whose prospects have a habit of yawning while he talks, these tactics of Mayor White should prove of interest and value. And he doesn't hesitate to repeat his words—even as I have done. For which, as the barbed nail said, "Things cling the better."

Repetition—interested repetition—is the teacher's one method. And the salesman is a teacher.

Of course, you may see something about the foregoing that is incongruous. You may say, "How can a man be interesting and repeat himself?"

Usually, to be sure, you would be right. The thing for you to remember is, then, that there is such a thing as being discriminating. "Billy" White discriminates. He knows when to repeat and when not. *Controlled* repetition—repetition resulting because of deliberate repeating—differs materially from the repetition of mind wandering. "Billy" White knows this—and acts accordingly.

You can use the device in your selling talks with good effect. Men have, you know, a way of forgetting, when facts, points, are not driven home.

Hero worship, this, you say? No—nothing of the kind. I am not much on hero worship. Never was—except in the case of good old Abe—probably never will be again. Simply a case of studying the man—with a view of learning from his strong points—and his weak ones. Perhaps, some day, you may hear of some of his weak ones.

### The "I Will" Stamp

By Ray Clarke Rose

**I**N MY left hand I hold a blank piece of paper. It is tough, durable, sightly. It is worth, perhaps, a cent.

In my right hand I hold an exact duplicate of the first piece of paper—except that it has something printed on each side of it.

It is worth one hundred dollars. It is a one-hundred-dollar bill.

Purpose and action have increased that almost worthless sheet to ten thousand times its original value.

Here is a concrete example of what a steadfast purpose accomplishes. The one-hundred-dollar bill says that somebody *will*.

Say, William, stamp the fair sheet of your personality with the fiat of your determination.

Impress indelibly your character with the "I Will" of your changeless purpose, and you'll be worth something.

Perhaps you may be a million-dollar Bill. Who knows?



*Extracts from the Actual Correspondence between the Sales Manager of the Geo. F. Eberhard Company, San Francisco, and a Live Organization of Business Builders*

## Service

*Being Part of a General Letter  
to the Sales Force*

**I**N A letter before me the question is asked, "What do you believe is the vital force in business?" A dandy question, and I only hope that I can answer it in a way that will do the subject full justice.

Broadly speaking, the vital force in business life is the honest desire to serve. Business, it is well said, is the science of service. He profits most who serves best.

At the very bottom of the wish to render service must be honesty of purpose. As I go along through life I see more and more that honesty in word, thought, and work, means success. It spells a life worth living and in business, clean success.

Service in business must be everywhere; the desire and act of giving the customer just what he requires, to pack it securely, to ship it promptly, to invoice it correctly and to collect for it in a courteous manner are only part of the science of service.

Service in business also calls for the willingness to accommodate, an active effort to do all reasonable things for one another and for the customer. It is a full appreciation that little details attended to grow into the big results.

You cannot count the profits on every transaction, but if you work with the guiding idea of service in mind, you win.

Service means to be tactful, to do things graciously and do them well. It's part of the science of service to do business in a way that will leave the cleanest, clearest impression of the ability to serve so that the customer will want to purchase again and again.

Every business, every individual, is open to criticism for the unnecessary curtness, the momentary laziness, the lack of cheerfulness or willingness in the doing of some things every day. Each act of this nature interferes with the perfecting of uniform service.

Add to the desire to profit, the willingness to earn the profit by rendering service, an earnest intention to improve, to progress intelligently, to be critical and work cheerfully, and you or any individual or business with that kind of mental equipment is bound to win.

## Everything Well and Pleasantly Done Spells "Service"

Remember this also—the years ahead of us mean that we must be more able than in the past. Are you and is the business preparing for it?

Service and efficiency will be interpreted more broadly, will be more comprehensive every year. We must co-operate to hold our relative position in the world of trade.

Think of the business world of the near future as a result of the growing appreciation of the science of service. The improvement the worker makes of his opportunities for self-improvement and the consequent development of business institutions and individual efficiency will mean a new commercial era.

The prospect is a pleasant one and as we live but a little while, let us live sanely, work intelligently, prepare ourselves and build the business so that we can appreciate and be a worthy part of the business world of the morrow.



The pleasantness of our work, our association together, our mutual profit, will grow also, if we continue to do our several parts with the perfecting of our business service as our ideal.

## The Average Man

*Being Part of a General Letter to the Sales Force*

**A**CHAP said to me yesterday—"What you do is all right, Eberhard, but you are not the average man. Everyone can not study and say things as you do, and to be connected with a growing business organization is a big advantage."

No praise is due me, nor am I the only one. I have worked, studied and fought to keep above the average, and to have each one of you in the organization keep above, way above, the average.

It has well been said, that the average man is a narrow gauge egotist. He is not willing to look at himself, or admit that the other fellow knows anything worth considering. State some proved fact and see how quickly it is contradicted by the average man.

No man can fail to appreciate this if he will but analyze the course of conversation between men he meets at clubs, in hotels, on trains and in all places of business.

Listen to the excuses for mental, moral and physical deficiencies that the average man makes.

How he warms up to trifles, clothes, fights, baseball and small talk topics.

How he talks of the past. What he used to be or do. Who his brother Bill's wife's sister's husband is, his friend Jones and his doings, Jones' auto and real Turkish rugs.

How the average man loves to sleep, to eat, to drink, to see every show and then to curse the gods and business for his present poor health and financial stringency.

When a man who is above the average meets him—one who works cheerfully, who admires the efficient, who studies systematically, who keeps good health, morals and friends by the use of common sense and the expenditure in sane directions of his time and energy, the average man calls him by saying.

"Well, you're different. You have an advantage. You're not like me."

Thanks, we are not, and then thanks.

The great mistake the Creator made for the average man's peace of mind was to have created a world governed by unchanging laws and principles and making mankind of such great potential qualities that he could adjust himself to the laws and his environment, and rise as far as he desired.

If the world had only been made so that the average man could be stationary, unchangeable like a natural law, and order his weather, his meals, his home, his surroundings and get them without continued well-directed effort—how happy he thinks he would be!

Give him Aladdin's wonderful lamp and what average man could be unhappy? And every man has one at his command, if he will but polish up his mental faculties and keep the old moral and physical self in good order, not trying to trade for a new lamp at every setback, blow or disappointment.

Look at yourself. Look around you.

There is work for years. Do it, and the power of your genie will grow.

## About Daily Reports

*Being Part of a Letter to a Salesman Who Objected to Writing Them*

**A**NSWERING your letter received on the 7th, relative to *daily reports*, everything that you have said on this subject I have brought up at the office here repeatedly.

You are right and at the same time you are wrong.

The information that we asked for is terse and to the point. You must admit that if we give it the attention that you know we can give it, then we can get a great deal out of it. You can rest assured that we are not only sending out form letters and special letters, to the number of fifteen and twenty a day, but we are correcting on an average of fifty cards every day in our card files. And we are accumulating other data for future use.

If you will fill out the reports for a while in the same manner that the others are doing, you will give the office an opportunity to decide on what can be eliminated or what can be substituted.

We will get to the top of this proposition and we don't intend to put in a whole lot of red tape or do unnecessary work. But

we do intend to do what is necessary to secure the largest possible volume of business and render the most efficient service in our particular line.

Your idea of letting a salesman be a salesman is right; that is what we have always tried to do. We have tried to make the salesman an independent unit. We have no desire to make him report any more than is necessary to satisfy our principles and enable us to supplement his work intelligently.

### Handling the Know-It All Buyer

*Part of a Letter to a Salesman*

**I** CAN sympathize with you in your experience and admit that of all the unfortunate situations, the finding of a buyer who knows it all in the general store in a one-store town, is the worst.

You were right in not telling him what you thought. Your experience and mine and, I believe, the experience of every other thinking salesman has proved that the buyer who knows it all, if he is in the employ of some one else, does not last long.

I have never met with a firm in my experience—east or west—that could afford to employ a man that knew it all. It places the customers, the salesman who calls to sell goods, the proprietor, and the other workers in the store at such a disadvantage that the know-it-all chap is let out for someone who has something to learn, confesses it, and sincerely seeks for knowledge.

Of course, if the man who knows it all is the proprietor, the problem is a little harder of solution. But there is always some solution to be found if you analyze the situation carefully. Possibly the proprietor has a small business, after all, or a glance at his credit rating may show you that in due course there will be a change.

No man who knows it all, whether in the position of employe or proprietor, can long succeed in the sense we both mean. So the way to do is to treat them kindly.

Sometimes you find that you have misjudged the action or attitude that makes you feel that some individual is a "know-it-all."

Such impressions are often given by buyers and proprietors who are acting upon the hereditary instinct of self-defense that has come down through the ages in the

commercial world. Very few of them appreciate the advantage of a sincere and frank attitude when negotiating with visiting salesmen.

Of course it is well to remember that some salesmen are afflicted with the same disease of knowitallitis. That is the cause of a great many buyers assuming a somewhat similar attitude.

We have all met this man. We meet him every day. Have you ever stopped and sized him up in general? Could you take him into your confidence? Would you trust him with a secret? No! Why? Because he is a weakling. He is a man afraid of himself. He can't trust himself to listen to your proposition because he is afraid you will win him over, so he fortifies himself with this "Know-it-all" bluff, trying to make you think he knows all about your proposition.

I have met many of these fellows and called their bluff so that when I got through with them they generally gave me an order. I find that you must handle this class of buyers roughly—even in some instances, cuss them. They like it, as it shows them you are the stronger of the two. And it makes a good chap of them for the next time. As you say, they don't last long, because they are weaklings.

But, after all, Mr. "Know-it-all" sells merchandise and we want his business while he lasts. It will make a favorable impression with his successor.

How much easier our work would be if we put forth as much effort trying to improve the quality of it as most of us do trying to find excuses for not properly attending to it.—*George W. Ballinger.*

"You may be as orthodox as the Devil, and as wicked."—*John Wesley.*

Marshall Field once said to me, "The man that lies to sell goods is a fool."

Why?

Because as soon as that is discerned—and it will be discerned—confidence, the basis of trade, is shattered, and then you have the knocker instead of the booster.—*Sheldon.*

# The Life Insurance Agent as an Educator and Public Servant : *by* W. H. Tennyson

**S**ALESMANSHIP has been defined as the life blood of commerce; and service as the heart which pumps the life blood.

The life insurance salesman does a work of service, and when representing a company for whose record and practices he cannot be asked to apologize, may devote the best that is in him to his work. He is in at least as good a position as is a man in any other profession to base his expectations of reward on the solid foundation of service rendered. He must, however, look upon his work as an opportunity to be made the most of, and must be willing to pay the price of success in honest effort.

Each representative of a company is one of a compact body working for the same objects: First, to support himself and his family; second, to serve his fellows; third, to build up an institution that stands out as an exponent of twentieth century manhood.

The commission earned by the agent is, in every case, his pay for efficient service rendered. He serves the individual (and at the same time serves himself), and by serving enough individuals (and thus increasing his service to himself) he serves the public. His work then becomes a work of public service; he becomes a public benefactor.

According to Sumner, "he is the true benefactor and alone worthy of honor who brings comfort where before there was wretchedness, who dries the tears of sorrow."

He is the true benefactor, might be added, who has the ability to instill what Burns has called "that glorious privilege of being independent."

In no profession, other than life insurance, can a man in his daily work be a public benefactor in this sense.

## **The Agent as Teacher**

The two greatest problems that the world faces today are ignorance and poverty. Society and governments are battling with them in various ways.

Old age benefits, pensions, compulsory insurance and other experiments are being tried in Europe. People in this country, however, appreciate more and more that the aged and destitute should not be left dependent upon charity.

There is just one institution that is today doing more toward the evolution and betterment of social conditions along these lines than has ever been accomplished by any other plan proposed anywhere. This institution is that of life insurance. By bringing these facts forcefully home to the uninsured and underinsured the field man is doing a work of public service.

As poverty and pauperism are decreased, ignorance is decreased. Furthermore, the life insurance agent is a teacher of high ideals.

The drunkard cannot secure life insurance, the man who uses drugs and otherwise injures his body cannot secure life insurance, the man whose health is poor cannot secure life insurance, the man who is engaged in a hazardous occupation without proper safeguards cannot secure life insurance.

As the public generally, through the life insurance agent, learns these things, a betterment is brought about.

## **The Agent as a Public Benefactor**

To quote A. C. Newell, winner of the Calef Cup for the best essay on the subject, "The Life Insurance Agent as a Public Benefactor":

"Adherence to his lessons" (the lessons of the life insurance agent) "means right living. His mandate for the observance of health laws has brought about a boon to society less recognized but far more valuable than modern contributions to toxicology. \* \* \*

"The life insurance agent is the greatest barrier to the increasing social and economic forces producing paupers. In the wide distribution of his funds, more than any one factor, he negatives the semi-adage that 'wealth accumulates and men decay.'"

According to Edwin D. Horgan, "Life

insurance broadens all with whom it comes in contact. \* \* \* The life insurance agent is a missionary; a teacher of moderation, of consideration for others. His profession is a creative one; he instills hope in the breasts of the weak, who become strong in themselves by reason of sacrifice. He helps to make two blades of grass grow where but one grew before. He lives from his own conviction, and also possesses the faculty to convince others—a great power for good when exerted in behalf of such an admittedly laudable cause as life insurance.

"When the agent succeeds, the estate of the widow and orphan is safeguarded by something more tangible than good intentions.

"A public benefactor?

"Truly so, if the molding of better men, giving succor to the infant and making sweeter the declining years of the aged and infirm, is work for the public good; for such, in effect are the results of the life insurance agent's efforts."

#### The Agent as a Financial Power

The great public benefit due to the work of the life insurance agent might be further illustrated by reference to the number of men saved from bankruptcy during the panic of 1907 through policy loans; by reference to the millions of life insurance funds invested in railroad bonds and in farm mortgages.

"It has been authentically computed," (to quote Mr. Newell further) "that life insurance companies and associations distributed, last year (1908) in the United States and Canada, \$480,800,000. This was primarily the work of the agent.

"Instead of imperiling individual effort, the disbursement of this vast sum means that the life insurance agent has taught a nation thrift and systematic saving. The fund it represents is largely the altruism of those who would protect their families."

The work of the philanthropist is voluntary, whereas life insurance is a business institution founded on sound business methods, and with a perpetual charter.

There is a certain humiliation in accepting money from a philanthropist, but he or she who receives the proceeds of a life insurance policy that some agent has sold

enjoys "that glorious privilege of being independent."

Is not the work of field men therefore decidedly worth while?

"The profit you make is but the pay you get for the service you can render."

The more service a man can render, the more successful he will be, so far as the two primary elements of success are concerned, manhood and money.

## Cultivate Your Memory

By Frederick Neudorff

ONE MOST important feature of success in business, in my judgment, is the cultivation of the memory. I can give you a rule, that if strictly followed in your business life will cause you to be successful to your fullest expectation.

It is this: "When you enter any vocation, learn ten items, or ten duties. Learn them so thoroughly that nothing can drive them from your mind, then add ten more and then another ten, and keep on adding tens, not forgetting the tens that have preceded, until you have thoroughly mastered all the details of the business. Master them so well that no matter when called upon, your mind will respond at once to the call for information.

When you have done this, your services will be so highly appreciated that you can command almost any salary, because of your being the rare exception in the great mass of employes.

You realize that this means that you cannot give your mind up to frivolities nor allow it to wander at will in fields that are not memory-building.

You may think this an enormous price to pay, but if you will follow it and the elements that go towards memory-building, such as good literature, good music, good company, temperance in all things, you will not only be benefited financially, but you will be getting the finest things, and the best things, the most complete part of a well ordered, healthy and successful life.

"Patience," said Uncle Eben, "is good in its place. But dar ain't no cash compensation foh de man dat waits foh a thaw instid o' hustlin' out wif a snow-shovel."—*Washington Star*.

# What the Business Man Ought to Know About Fire and Insurance : by E. G. Vail

*Straight Talk on a Billion-Dollar Subject by the Chairman of the Fire Insurance Committee of the Chicago Credit Men's Association*

**D**ID you ever stop to consider how great forward movements among men grow, gradually transforming their minds, changing completely their sense of responsibility toward life?

Go back to the time of the Crusaders and after you have pierced the glamor of romance that the novelists have thrown around their centuries, consider some of the conditions under which men then lived—and particularly their exposure to the great black scourge which, stalking over the land, decimated villages and cities and laid low more brave warriors than ever fell in battle.

In those days men never dreamed that there was anything to do but submit to the awful waste. There was no preventive, no weapon with which to fight the scourge.

But a change has taken place!

Against ignorance and superstition, indifference and stubborn opposition—all lions in the path of progress which it takes courage to meet—the black smallpox scourge has been so conquered that it has ceased longer to be a cause of terror amongst civilized people.

The work was that of dauntless, far-sighted leaders, till public sentiment was sufficiently aroused to bring in government regulation and preventive measures which permit no man to be a menace to his neighbors. Now, the community that is

visited by a few cases of the disease feels, as it should, a certain sense of disgrace.

We might follow this train of thought into other fields, but enough has been said to show how problems, seemingly hopeless of solution, are met and man's habit of thought completely revolutionized.

## **The Red Figures of the Fire Scourge**

Now, the United States is visited every year with something almost akin to a scourge, in a large measure so unnecessary that it seems impossible that an enlightened people can allow it to continue unchecked. Day and night its destructive work goes on.

Look at the figures—\$1,346,000,000 represents the absolute annihilation of the products of man's labor, resulting from fire, in the United States during the five years ending January 1, 1909, a waste that

must be restored, if perchance restoration be possible, not by insurance funds (they only serve to spread the burden a little, they don't restore at all), but by an enormous expenditure of new energy on new materials.

Let us hope such a figure of waste impresses you, but at least consider the suffering which the devastation entails—loss of home, frequently loss of human life; loss through stoppage of business, or loss of employment, perhaps bankruptcy from which it takes years to recover.



E. G. VAIL

Would you care to undertake the defense of this record?

### **The Big Loss Preventable**

Fire we must and always will have. If we had a record of burning, say twice or three times as much property for every thousand people as they of Europe have, we could perhaps put down as the cause a difference in construction more or less excusable in a country comparatively new. But to present a record of loss from ten to twenty times as great for the same number of inhabitants and growing worse instead of better, would strike any reasonable man as proof enough that there prevails here an inexcusable neglect of fire-preventive measures on the part of individuals, business houses, municipal and state governments such as exists nowhere else in the world.

In some way, there must be aroused among men the same feeling toward the individual or community that exposes men to excessive fire danger as has come into existence in connection with infectious disease.

If the results of a man's careless acts fell on himself alone, nobody else would have a word to say, but they don't.

Through careless, messy management of factory and store—waste allowed to lie anywhere, oil to drip over floors and shelves, heating and lighting apparatus to be a constant menace, combustible rubbish allowed to accumulate awaiting only the carelessly tossed, half-extinguished match, gasoline treated with absolute disregard of its highly inflammable character, etc., etc., property worth millions of dollars is constantly in needless danger of destruction with all the loss and suffering that entails.

Heedless of others' lives and property as well as their own, men refuse or delay to put in so simple a device as water buckets or fire-extinguishers to catch the incipient blaze; they construct flimsy buildings which they know the flames would eagerly seize and make a firebrand of, if given but half a chance.

### **Municipal Neglect**

And again, the municipal authorities of the numberless growing villages and cities of our country give scant heed to their duty

in making provision against conflagration until after their town has had its own experience—they permit rows of buildings of inflammable construction to be put up without a pretense of a fire-stop on the absolutely fallacious theory that a man has the right to do what he wills with his own; they provide systems of water supply no more than adequate to take care of the citizen's daily requirements; they are niggardly in providing fire apparatus and men to man it; they make no laws regarding the storage of highly combustible and explosive materials or, if they make them, do not properly see to their enforcement; often they actually discourage individual property holders from installing that best of all methods of fire protection, the sprinkler system, because it means the enlargement of their pipes and the increasing of their reservoirs or pumping plants; they treat with indifference and sneers the reports of the engineers of the insurance inspection boards, which point out changes which would tend to produce safer conditions, evidently thinking that while the town of Luckless might be visited by a sweeping fire, some special Providence protects their municipality.

Haven't we already had lessons enough? Haven't we seen enough thriving towns and splendid cities literally melt before the devouring conflagration, to brand such negligence on the part of our authorities as criminal?

Must every town and city have a rude awakening before it will enforce precautionary measures?

There is many a community where the entire population is having laid upon it the burden of high insurance rates because the negligence of municipal officers in providing against conflagration. What is even worse, the partiality with which they enforce preventive measures lays the whole town open to constant fire hazard.

I know full well how hard it is to enforce laws without fear and favor, how easy it is for certain influential townsmen (fine fellows whom everybody likes) to secure special exemptions on account of friendliness with the authorities whom they very likely have put under personal obligation in one of various ways. Over and over again political, social and business

debts are being thus paid off by municipal authorities, but it means higher taxation for the whole citizenship besides exposing them to great risk.

Are you, Mr. Businessman, quite certain that your town is free from this condition and that everybody is being made equally to observe building laws and conduct his business so that he shall not be maintaining a menace?

#### **Listen to the Fire Insurance Man**

There is another point in this question of fire waste which should have no importance but, unfortunately, through careless thinking, is given importance.

Because the public has been taught to believe that the business of fire insurance is a form of pillage, any suggestions for preventing losses which insurance men may make, no matter what beneficence would flow from their adoption, are too apt to be utterly spurned.

And yet, men generally recognize the value of long training and experience in special directions.

When the lawyer advises regarding the probable decisions of the court; when the physician tells us regarding the probable action of certain drugs; when the engineer gives his opinion on the stress and strain upon the bridge; when the leading banker gives out his views on the probable action of the money markets, everybody listens and the wise give heed, recognizing that he invites disaster who acts contrary to their advice.

Now, all these men reach their conclusions by roads no more scientific than the fire insurance expert.

If we follow the precautionary advice of all other classes of experts, why spurn the advice of the insurance expert? Furthermore, his prosperity, just as truly as ours, depends upon avoiding losses, a fact that should make his opinion especially valuable.

#### **Cooperation of the Business Men and Insurance Companies**

Two things I want to have you realize before the lesson is impressed by personal or community suffering: First, the awfulness of our fire waste; second, that this waste is capable of being reduced to but a fraction of its present figures.

The first is a personal matter, but the second is a personal and community matter. Our authorities should be aroused to activity against wholesale fire devastation, through the enactment of proper laws and ordinances and their enforcement without fear or favor. This change will never be brought about except through business men. If they insist, precautions will be installed against the ravages of the fire scourge just as they have been adopted against other forms of scourge.

It's all simple enough. Every business man is applying precautionary measures every day of the year in every phase of his business, from the art of buying through all the arts of selling and accounting.

All I am contending for is the application of the same intelligent effort against fire risks that a live, up-to-date merchant applies to the minimizing of any hazard attending daily affairs, only I want you to see that you need to join hands with other citizens in this matter more than in meeting any other element which threatens your welfare.

Cooperation is the touchstone, intelligent cooperation among the business men of the community.

Up against hard luck and a soulless corporation!

That's the way the man talks who had a fire and failed to collect what he thought he was entitled to. More than likely you know him or have been told his story. It makes the company look black, but possibly there's the company's side, which you haven't heard. Your friend who had the fire wouldn't be expected to tell it.

#### **Scrutinize Your Policies**

There are some mean adjustments made, close bargains struck by insurance companies, especially when they are in the midst of a bad year; but if you will take as much pains as I have to seek the truth, you will find that in the great majority of cases the trouble is with the policy contracts. When it comes to a loss, they are found not drawn up to fit the risk. The agent may have been a good fellow, but you never thought of your policy as a contract full of conditions; and this friendly agent, the company's representative, though competent in other matters may not be

well-informed regarding insurance contracts. He may have taken some very vital things for granted that were not true, the result being an imperfect policy contract that can't be enforced.

There's scarcely a merchant who will pay for a ten dollar invoice of goods, without checking every item, no matter how numerous they may be, yet the merchant is rarely to be found who will check the clauses of his policy which, if correctly drawn, may be worth five hundred times ten dollars to him some day.

So get out your policy and follow along, observing first the printed matter. The frequency of the word "void" should draw our attention. For instance, we destroy the validity of the policy *if* (without specific agreement to the contract written in the policy)—

(a) We had, when the policy was written, or at any time during its life, procured any other contract of insurance on property covered by the policy.

(b) We knowingly increase by any means the chances of fire.

(c) We employ mechanics in building or repairing the insured premises for more than fifteen days at a time.

(d) Our interest as insured in other than unconditional and sole ownership (not the property, but the person named in the policy is protected—that's important to remember); or, if the property insured be a building on ground not owned by the insured.

(e) In the case of property other than buildings, if it becomes encumbered by a chattel mortgage.

(f) Illuminating gas be generated or there be kept or used on the premises benzine, dynamite, ether, fireworks, gasoline, powder, naphtha, explosives, phosphorus, petroleum, or any of its products of greater inflammability than kerosene oil of United States standard, and then in prescribed quantities. (This clause, generally speaking, is in harmony with state or municipal prohibitory statutes.)

Again, unless specifically mentioned, the following property is not covered by the policy—signs, awnings, store and office fixtures, tools, etc.

In the compass of this talk I can't pretend to list all the printed conditions of the

policy. My main purpose has been to awaken you to the fact that your policy is a contract full of conditions.

### Some Special Provisions

Now, for a consideration of the special provisions which the agent inserts in the space above the printed portion of the policy. They have two special purposes:

(1) To make the policy fit the property and method of conducting business.

(2) To make certain modifications of the policy in the company's favor for protecting the company against hazards not contemplated. Don't trust anybody's mere "say so" regarding them. See for yourself that they fit the risk.

If any of the printed conditions are not now, or probably will not be, strictly lived up to in your business, insist that there be written in this space the necessary permissions. I repeat: Insist that they be written on the policy, and do not take the friendly agent's "Oh, that will be all right."

Now, there are certain clauses supplied by the companies to the agents, the use of which you should understand.

For instance, there is the "Three-quarter Value Clause," which means that the amount of insurance permitted to be carried is to be limited to three-quarters of the actual value of the property covered, and the companies shall not be liable for an amount greater than three-quarters of said value. Insurance companies figure that this clause removes considerable temptation to carelessness.

Strikingly in contrast with the "Three-quarter Clause" is the "Percentage Co-insurance Clause" (eighty, ninety, and one hundred per cent). This clause is used, for the most part, in towns where the fire protection is good enough to make it probable that a loss will be partial, or when the property insured is contained in more than one building and not subject to one fire. It is a warranty on the part of the policyholder that he will maintain insurance on the property described for not less than eighty, ninety, or one hundred per cent, as the case may be, of its actual value, and in the event of loss in a case where the total insurance amounts to less than the percentage stated in the clause, the policyholder will be considered as co-insurer for



the difference between the total insurance and the percentage of the value stated, and as such co-insurer he will bear his proportion of the loss, just as if he were another company insuring this shortage.

I want you to notice that the eighty, ninety, or one hundred per cent clause does not say that you shall not collect the full amount of loss under any conditions. On the contrary, it provides only for a proportion of the loss to be borne by the insurer where the total insurance carried is less than the prescribed percentage, eighty, ninety, or one hundred per cent.

In many parts of the country the "Iron Safe Clause" is in use. It requires the taking of an inventory at least once yearly; that the assured keep a complete set of books, both books and inventory to be locked securely in a fireproof safe, or kept at night or during hours when business is shut down in some secure place not exposed to a fire which would destroy the building where the business is conducted. Failure so to do constitutes perpetual bar to recovery under the contract.

#### About Standard Policies

Just a word as to standard policies.

Legislatures have made policies standard for the protection of the people.

It is a great protection to know that the printed text in one policy is exactly the same as in all the others, and that after understanding one you need only examine in each the written or attached portions, which by the way, should read word for word exactly alike in all policies applying to the same property. This will distinctly increase your chances of getting a clear and satisfactory settlement in adjusting a loss; also the advantage of a liberal clause in one policy, you will, on reading the policy, probably find is lost if the same liberality does not appear in all other policies applying to the same property.

#### Why So Many Conditions?

If what I have said stirs up any thinking, out of it will come this question: "Why, in the first instance, does the Legislature prescribe the use of a basis contract containing so many conditions and allowing the insertion of still more? Why can't the misfortunes of fire be averaged and a charge made to cover all in a plain, un-

qualified contract of indemnity, so that I shall be protected against fire in any contingency? Why must I forever watch out against these conditions as I could against a lurking enemy?

Well, a plain, unqualified policy would be possible if all property were subject to practically the same chance of burning up, but such is not the case, and the standard policy is made to exclude the specially hazardous conditions. Then, to meet special conditions known to be dangerous, a blank space is required in the policy where insured and insurer can come together and such clauses be added as the degree of hazard attached to the property may require. You will see at once that without these special clauses it would be necessary to charge the same rate for a dwelling as for a store or lumber mill.

While, generally speaking, it is true that clauses written into policies modify them to the advantage of the insurance company, it is only fair to remember that the company is at a natural disadvantage. It can't see the property insured all through the year; it can't know as much about it as you do, and therefore it seeks by restrictive clauses to guard against risks not anticipated at time of the application.

Your duty is to know the contract and to know that you are living by its terms. It is not enough that the agent who signs the policy read it. For remember; he is the company's agent and not yours.

#### Sugar Coating the Pill

THE froth and follies of youth will always hold their attraction for youth. Inasmuch as we cannot change nature, the only thing we can do is to make the useful things so attractive and interesting that they will be earnestly desired by young people. The man who invented the sugar coated pill surely was a philosopher and we can all profit by his example.

So there is a great deal more that we can do for the young than to regret the follies of their course. We must be patient and wise—we must make our educational journeys look like picnic excursions, and hide our philanthropy under the cloak of good fellowship. The reward is sure to come.



### Meeting Mail Order Competition

EVER since I began to carry a mileage book I have been taking hot, salt shower-baths three to five times a week, and sometimes oftener. And I don't do it for my health, either.

I don't like to get these soakings, especially as they always come when I am slicked up and have been paying out good money to have my raiment ironed. But I have to stand in the wet and be sympathetic, because, you see, it all comes from my customers weeping over the croolties of the mail order houses.

So you can believe that I was dee-lighted to run across Duncan, out in Kansas, the other day. Duncan had no tears to shed over that kind of competition—or any other kind. He is in favor of the parcels post and the carrying of packages by the rural route wagons.

"By George, this is bully!" I shouted when I heard him say it. "Tell me about it."

"It's all a question of service," he said. "If Montgomery Ward & Company and Sears Roebuck & Company can render better service to the public than I can, then they ought to grow, and more firms like them ought to grow until they can serve the whole people—and I ought to get off the earth. But I have the privilege of offering better service than they do, and I believe I can do it. In fact, I know that I do do it.

"If parcels post and rural delivery serve the public better, then they ought to be established just as quickly as possible. If I can't adjust myself to the new conditions and turn them to my advantage, then I lack something as a business man. I have a scheme all figured out now to make use

of the parcels post in building up a trade in the big back country here. And I can make good on it."

### Meeting Low Prices with Service

"But how do you meet the catalog competition today?" I asked.

"Easy, dead easy," he smiled. "I don't fight competition—I serve my customers. Most people would rather trade at home than to send their money away—if they can get the service. It is up to me to provide the service. But that isn't enough. I have to let the people know that I can.

"I have several methods of doing this. In the first place, few of my customers will send money to a catalog house without coming in and pricing what I have. Most of them wouldn't tell me for the world that they have been sitting up nights with a catalog, but I have learned to diagnose the symptoms almost without fail.

"In a case of that kind, I usually size up the order, get a line on Mr. Mail Buyer's needs, and then show him just about what he wants. Then comes a little selling talk on the article, pointing out its big values, leading to desire. Then I say, 'Now, if you will pay me cash in advance on this, and pay the freight, I will sell it to you for so much,' just about meeting the competition price. I may be a little above, because I will not cut prices. But I go right on and say, 'Now, that will save you a week or ten days in getting what you want, even granting that you could get it from Chicago in that time. You know how freights are delayed, and you have to take your chances on that. Besides that, you have the article right here before you and can inspect it before you pay a cent of money on it. When you buy it, you know that it is going to suit. You

take no chances of having to send it back because it is not just what you expected.'

"Such a talk usually lands him. If it doesn't, I go on and point out to him how he can save money by buying something just as durable, just as stylish, and just as intrinsically beautiful, but less ornate and in better taste than what he had set his heart on. That means a little less profit for me than the other sale, but it is real service to him, and yields me a bigger profit than his money order to Chicago. Of course, this is only one of the ways I serve my customers. There are many others. Sometimes I show them how they will save money in the end by buying a better article. I never knock the mail order goods—I talk up my own. And, by getting the buyer's standpoint, I can often save him a lot of money."

#### Getting Catalog Buyers into the Store

"Yes, I see how that would work," I had to own up. "But how do you manage with those that don't come to your store?"

"In the first place, there is my advertising. I pay a great deal of attention to that, featuring my leaders, showing pictures, and inviting inspection. And I always take pains to tell the truth in my ads.

"Then, there are my window displays. I keep them fresh, clean, up to date, and timely. When I know that people are likely to be buying saddles, overcoats, furniture, refrigerators, or sporting goods, I have displays of those lines, with some strong leaders, and everything plainly marked. In this way, I show how complete my stock is, and how favorably my prices compare. And I keep up stock by studying the people and their wants, frequent buying in small lots, and making leaders of the goods that are slowest in moving off the shelves.

"Then I have my own way of keeping track of the goods that come into this territory from my Chicago competitors. I am a thorough student of their catalogs, so I know just about what the goods are and what the people pay for them. When I have located a mail order purchase, if I have nothing in my store like it, I take pains to get something at least as good, and perhaps better. Then I see to it that the mail order buyer sees my article and gets

my price on it. By that time he knows what the freight has cost him and is ready to listen to reason. The result is that I usually cure him completely of the mail order habit.

"Of course, I have taken lots of pains to make my store attractive. I have rest rooms and dressing rooms for my rural customers, serve them lunch at what it costs me, get up all kinds of special stunts and contests, write personal letters to those who haven't been in for a long time, send out solicitors, make deliveries of orders telephoned in from the farms, and send to the city for special goods whenever they are wanted.

"As a result of all this, I am not worrying about competition. All I want is more capital to put into my business."

Well, there you have it, you retailers. Oh dry those tears—and get busy.

#### Making them Mad

**F**AVORABLE attention, Sheldon tells us, is the first mental state to be induced in the customer—the first step on the way to the sale. But the ways of getting that kind of attention are as numerous as mosquitoes at a summer resort—and about as hard to collect and label for future reference.

Now, at first blush—that's a literary expression—it would seem that one mighty good way not to get a man's favorable attention would be to get him mad. But you never can tell.

There is Nichols, who is advertising a correspondence school proposition. A while ago he wrote an ad that all the wiseacres told him would sting to bitter resentment a large class of very desirable prospects—in fact, the very class Nichols was going after in that ad.

"Let 'em get mad," said Nichols. "'Twill do 'em good. They'll wake up then. And they will want to take the course I'm advertising so that no one can ever twit them of the same thing again."

"Bosh!" said the critics. Also other contemptuous exclamations. "You would better throw your money into the furnace."

But Nichols said it was worth a gamble, and the ads went out to the magazines.

They made folks mad. The inquiry division got a lot of real angry, frothing-at-the-mouth letters. But when the returns were all in and the enrolments counted, the insulting ad had proved to be one of the best pullers that Nichols had ever written on that proposition.

#### **"Insulting" Letters that Built Business**

Then there is my friend, Wright, out in Iowa. Wright is as sweet-tempered and kindly a soul as you will meet in a day's march. And he is a heavyweight business builder, even if he doesn't weigh more than a hundred and thirty.

Wright is in the real estate, loan, and fire insurance business—in it every minute with amazing energy. And what he knows about fire insurance is worth several strong canvas bags full of gold eagles.

The other day, Wright got up some form letters to property owners in his territory—people not on his books. In these letters he asked, in plain terms, if they knew just what nature of contract they had signed when they took out their policies. He wanted to know whether they were sure that they were protected under the terms of the policy; and more than hinted that they had probably never read their contracts over before signing them. Then he invited them to come to his office, if they didn't understand about the conditions, or wanted to know how the thing could be fixed up more advantageously to them, and he would do what he could to help them.

The letters were good imitations of the real, hand made, typewritten letter, and the matching was good. The result was that several of the folks that got them came to the office and wanted to lick Mr. Wright. They wanted to know what business it was of his whether they had read their fire insurance contracts—and how in Tophet he knew that they hadn't, anyhow.

So then the courteous Wright explained that it was only a form letter after all—but he wanted to know, just the same, if it was true, then, that they had been fooled on their fire insurance.

Well, they didn't know exactly, but they thought they had. That was one of the things that made 'em mad.

"Got your policy with you?" asked Wright.

"Yes—here 'tis."

"H'm. Look here! Do you see that you have promised so and so, and if you don't live up to that promise, you can't collect a cent in case of a loss?"

"Yes, does look like that. And I never can live up to that promise. What 'm I goin' to do about it?"

"Go to your agent and get him to fix it, if you can. If you can't, get him to write you a new policy. It will cost you another premium, but you can better afford that than a total loss."

"No, I'll be ginswizzled if I'll take another Lake Superior copper cent's worth of insurance from that bughouse agent. You get me up the kind of policy you think I ought to have on that property."

And there was a neat little pile of commissions in Wright's bank deposit as the result of the letters that made those prospects mad.

Just the same, I am always pretty careful about making any of my prospects mad. It isn't everyone that can work it. And it isn't every kind of "mad" that will change into favorable attention.

#### **Why Hage Succeeded**

WHEN I first began to visit Lawrence, Hage was a small manufacturer. He did a great deal of the work in his little shop himself, working side by side with his men during the day and keeping his books at night. He did no advertising then, and employed no salesmen, because he was at the limit of his working capital, and couldn't have made any more goods if he had the orders.

Did I say that he did no advertising and employed no salesmen? That is hardly true. His satisfied customers did his advertising for him and were his salesmen. Hage had more orders than he could fill.

Hage knew his business thoroughly, was an expert and artistic workman, and, by being right with his men all the time, put some of his own personality into every article he produced.

#### **Almost on the Rocks**

A few years later I noticed that Hage had saved his profits and reinvested them

in his business, so that it had entirely outgrown the little shop down by the mill pond. He had built a new factory, with up to date equipment and employed five times as many men as when I first knew him. He had begun to advertise, and had a salesman on the road. I found him jubilant over the way orders were pouring in.

But a year later, Hage was fighting hard to keep his head above water. Business had fallen off, profits had disappeared, competition was cutting the vitals out of him, and his help were like a kettle of boiling water to him. And he was "up in the air" about as high as I ever saw a man, without using a telescope. He had no idea what was the trouble with him—much less how to remedy it.

"Poor Hage!" I thought, as the "cannon ball" pulled out of Lawrence, "he was happy and prosperous in his little shop, but he isn't big enough for the expansion he has made. He'll be working for day's wages when I see him next time."

That was a piece of coarse work as prophecy.

It was only two years later when I visited Lawrence again, and almost the first thing I saw was Hage, the worry-creases all smoothed out of his face by a happy smile, exhaling an air of prosperity as a rose exhales fragrance, and driving a beauty of a seven-passenger car. Down at the end of the street I saw his factory, almost double the size it had been on my former visit.

"How did you make the turn, Hage?" I asked him over the coffee at the club, where he had been my lavish host at dinner that night.

"By giving more than a dollar's worth for a dollar."

"As how?"

#### A Man-Eating Superintendent

"Well, when things kept going from bad to worse, two or three years ago, I did a lot of thinking.

"My little old shop down by the mill pond had been a great money maker for its size. My new, big factory was a big money loser for its size. So I began to analyze the thing to find out where the

big factory was different from the little shop.

"First of all, I took notice that there were a good many complaints about the product, and that too much of it was being returned as unsatisfactory. That was something new—and something fundamentally wrong. What was the cause of it?

"I had been sitting at my roll-top desk doing the general manager stunt, leaving the factory to be run by a hired superintendent. I put on my overalls and went into the factory with the rest of the operatives. I soon discovered that I was out of touch with them. My old men had left me with various excuses, but I had been too busy with my management to inquire fully into the reasons.

"I soon discovered that my superintendent was a man-eater. He was forever pushing the men to greater production. He had mottoes up all over the place:

"'Do it Now.'

"'Hustle.'

"'The Man that Never Does More than He is Paid For, Will Never Be Paid for More than He Does.'

"'Learn More—Earn More.'

"'Labor is Dignified Only When it Ceases to Watch the Clock.'

"He made a habit of paying a lot of the help in promises like these:

"'Now, you will get small wages to start with, but this is a growing organization, and your opportunities are big. You'll be taken care of all right if you make good.'

"'This business is just beginning to grow, but if you will take a small salary for the present and work with the rest of us to build it up, you'll be invited in for a big, cool slice of the melon when it is cut.'

"But this superintendent didn't come across. He paid less than the man was worth if he could bulldoze or cajole him into working for it. He didn't make good on his many promises unless he was compelled to. He never gave a man a raise until the man threatened to quit if he didn't.

"The result was that the men were discontented, disloyal, and the best of them were being hired away by my competitors.

Work was scamped and neglected, and in spite of all the superintendent's pushing and mottoes, production was away down.

#### Service-Plus To Employees

"The first thing I did was to fire that superintendent and take charge of the factory myself, hiring a good office manager to do a lot of my work in the office. Then I called the men together and told them that I was going to spend some time with them, gauging their capacity with a view of revising the pay roll upward. As a starter, and to show my good faith, I raised such men as I knew to be getting less than they earned then and there. Within two weeks, nearly every man in the factory had a good-looking increase in his pay.

"You should have seen the change. There was a different spirit in the factory, and output jumped up and up.

"I said little more to the men about it, but I devoted myself to the task of educating them to do more and better work. I reasoned that it was just as good business to advertise and sell wages to my help as it was to advertise and sell goods to my customers. It had always been a principle with me to give my customers a little more than a dollar's worth for a dollar. I am a great believer in service to the buyer as

the source of profit. So I began to experiment with service to my employes as the source of confidence, satisfaction, loyalty, and plenty of quality work from them.

"It took a little while for me to convince the men that I was sincere, but, little by little they got the idea.

"The news spread, and soon all of my good old employes were again on the pay roll. Our product began to rebuild the reputation it had for years, and business was again on the up-grade. Then I promoted one of the best of the foremen to the position of superintendent, went back to the office, and took hold of the sales force. I did the same thing with them, taking care to give a little more than a dollar's worth for a dollar. The men worth while caught the spirit and began to give me more work than they were paid for. The others couldn't stand the pace and dropped out. I got good men in their places and taught them the service-plus idea.

"Sales began to jump—and profits with them.

"One of the best of the salesmen is now sales manager, and I am free to give all my time to figuring out new ways of giving more and better service to customers and employes so as to make more profits."



**FROM** the day when there thundered forth into the Cosmos the mighty mighty fiat—"Let there be Light"—down the ages in which humanity found amid material activities the Path of Duty, to the present, when the gigantic heart-throb of Manufacture and Commerce pulsates through the veins of the awakened nations of the world—and more especially of this Great Republic—all is Expansion

FREDERICK W. PETTIT

# Some Reasons Why I Succeed in the Publishing Business : *by* Cyrus K. Curtis

**I**T IS true that The Curtis Publishing Company has been successful. But the person who built up that business hardly realizes what you term success. The business has been a slow growth for many years, and one on the inside does not realize how it may look to an outsider. What the outsider sees today is something that we have accomplished while we were looking ahead to something bigger.

Someone has said that the man who speaks a word for himself says a word too much. To be referred to as a successful man and then asked how one became successful puts one in rather a delicate position.

I do not think any successful man knows exactly of any secret of success; in fact I am inclined to believe that there is no such thing as a secret to it. It is just a plain business proposition. The fundamental principle and cornerstone of the whole business is simply this: Absolute intrinsic merit in the article sold to the public; a constant study of the wants of the public, and giving the public, if possible, something a little better than your competitors give.

Too many men fear competition and cheapen values to meet it.

Too many men watch their esteemed contemporaries too closely and copy the successful ones. For many years in my business life I have noticed this tendency in mankind. There are too many copy-cats.

## Getting the Price

With quality you never need fear competition or cut prices.

In the mercantile world, particularly, there is too much cutting of prices. The sole idea of many a salesman is to secure a customer almost at any cost, and the first weapon he thinks of is a little cut in price. And generally cutting in prices to meet competition means a lowering of the standard. But with an article of absolute

intrinsic merit, plain, straight advertising is sufficient to let the public know of it.

## "Extra Inducements" Not Needed

The Curtis Publishing Company has never wasted time in inventing ingenious schemes to entice the public to buy. With a good article it is absolutely unnecessary.

So many publishers tread a crooked path. I don't mean in the sense of dishonesty, but crooked in the method of getting to a certain point, whereas a straight course would be so much more effective and quicker. I mean in such things as cut clubbing rates, premiums and jim-cracks. These are simply bribes, intended to whet the customer's desire, novelties in the way of an expensive present or anything that seems to be an extra inducement.

If the article itself can't stand on its own merits it can't have a long life.

There is a tremendous waste in boosting any kind of article on the public. Many a publisher fools himself with the idea that if he once gets his article introduced, his customer may be satisfied to continue indefinitely. But in the forty years that I have been in business I have never known a case where it proved permanently satisfactory.

From the beginning of our business to the present day we have charged what we believed to be a reasonable price and never varied from it one cent under any consideration, either for advertising or for subscriptions. It is the only policy a publisher ought to follow. Our absolute independence has caused some of our esteemed friends to refer to us as having "hifalutin notions," wishing that they could afford to have the same notions.

Those remarks sometimes amuse me and sometimes stir me to retort, for it seems there is nothing so absolutely foolish as to wish for high ideals that are nothing more than plain business common-sense, and yet show a lack of nerve to start in that direction.

They sometimes say, "Oh, yes, that's very well for you. You can afford it, but

I need the money." That kind of a man will need the money as long as he lives.

I have said these things to a number of my fellow publishers. When they want advice I can only say to most of them: "You *don't* want it. If you want to take it I'll give it to you."

It's like telling a man how to regain his health. If he'd only give up eating too much and chew his food thoroughly and live a sane life he could remain perfectly well. He knows that, and he's heard it more or less all his life. It sounds like preaching, and he's too fond of the "flesh pots of Egypt" to control his appetite. Many publishers can't give up a dollar that is in sight for the two dollars a little farther on. They do not feel that they can afford to take chances of capturing two dollars, when the dollar in sight is too alluring.

### Doing, Not Dreaming

By W. H. Tennyson

**H**ERE'S a stanza by some unknown writer that contains a whole sermon on Action. The four-square man, you know, must, according to the philosophy of Sheldon, which has science behind it, be a man of Ability, a man of Reliability, a man of Endurance and a man of Action.

Without Ability, that is, intellectual power—knowledge, the remaining three qualities are of little value as values are measured in this Twentieth Century. Without Endurance, that is, physical power—strength, the other three qualities are incomplete. Without Reliability, that is, soul power—character, the power to inspire confidence, Ability, Endurance and Action will not bring success (for has not the great criminal these three qualities?). Without Action, however, without will power, that is, the force that *does* things, of what value are intellectual gifts, physical power or even a good character? No matter how good a man may be, or how much he can do, the world will not be helped unless he actually does things, gets into *action*. So it's doing, not dreaming, that makes one a man.

It is doing, not dreaming, that makes one a man. If the plan isn't followed, of what good is the plan?

You may think, till you seem, in your rapturous zeal,

To rise, as if borne upon pinions; to feel  
The stars sink beneath you, and, fanning your  
face,

Elysian zephyrs surround you in space.  
That will not advance you. No flame of desire  
Has ever sufficed to lift anyone higher.  
But doing, and doing, and doing again,  
Though but little each day, yet each day all  
one can,—

With courage and patience, to God ever true,  
'Tis a wonder what wonders a person can do.

### When to Advertise

The following, from a letter written to an advertiser by E. Wallace Brainerd, of the *Cosmopolitan Magazine*, is so good that we pass it on:

"A well man is not so much in need of a tonic as one physically unfit or run down. To curtail an advertising expense does not cure a disease of uncertainty. On the other hand it helps to stimulate unrest and discourages yourself as well as others.

"Would you think a farmer foolish if he failed to plant next spring because of a short crop this year?

"Why not start your planting now?

"Personally I do not believe in intermittent advertising, knowing as I do that the largest business successes have been attained by those who 'keep everlastingly at it.'

"Now is the psychological moment. Promote your business welfare by persistent advertising of the right sort at the right time.

"The enterprising business man, who is keen and alive to possibilities around him, convinces the public when his competitor has not the courage or the foresight."

### Expectation Realized

By Fred Rigg

**J**OHAN GRUMPY had the reputation of being the most cantankerous store-keeper for miles and miles around.

"When a merry maiden marries—All is right, and nothing's wrong," says the Yeoman.

Ask John if anything is right and he will tell you, if he replies at all, that he has never yet found a salesman who approaches within yards of right.

Watch the traveling man who enters John's store! In and out in two seconds, a smile of relief overspreading his countenance and elasticity in his boots.



Why? His firm (who have never interviewed John) expects him to call and thus duty is bravely done.

But why the smile? Well, did not Mr. Traveling Man know when he started on the journey that he would have to visit John, and had he not in anticipation, expected the treatment received.

Don't you know, Mr. T. Man that Grumpy is a mind-reader? He is, and a very clever one. If you go expecting to get marching orders, be assured you *will* get them.

Ask yourself the question "Why can John afford to treat salesmen thus?" and you will rapidly conclude that the chief

reason is that he thinks he is independent because he can always find the money when the bill becomes due.

Ask yourself a further question, "How does Grumpy John manage to retain his customers?" and you find that the principal reason is because he gives them good value.

Have you any quality goods to sell?

Do you want your money dead on time? Don't answer me, but make up your mind to show John some good samples. Salesmanship with such buyers is invariably a trial of your skill and you ought to make up your mind that John should be on your books.

## Commerce Develops Culture

By PROF. SHAILER MATHEWS

*From an Address Before the Association of Commerce, Reported by Chicago Commerce*

**I** REALLY think something of that splendid future that lies in the mind of any man who is a real philosopher, lies also in the mind of a man who lays out in the future some splendid scheme which he hopes to realize. It has come down across the ages, this lesson that you can see everywhere taught by great commercial centers. There was never a great commercial center that was not ultimately a seat of culture. Poor people have no great culture. They cannot afford it. A community must have a surplus that it can invest in culture before it can have any great art museums, universities and all the other paraphernalia that evidence and make for this culture.

### The Lights of Antiquity

Athens was a great commercial city, and they do say that Pericles was an awful grafter. They say the money Pericles gathered up to fight the war with Sparta was used by him to build the Parthenon. Wouldn't you rather have had the Spartans whip Athens and give us the Parthenon, than to have had Athens whip the Spartans and leave us nothing but a great hill?

Now, it was because that city was able to grasp the beautiful things in life that made it what it was. That great city stands for the accomplishment of the things of the spirit, and it was able to accomplish

these things of the spirit because it had builded up a tremendously amplified commerce all over the basin of the Mediterranean.

The same way with Rome. We think of Rome, not necessarily, as a commercial city, but it was. All of those people were in business more or less. They had their trusts and a publishing house. Any city that can have a trust and a publishing house is in a fair way of idealism. It is needed on both sides.

### Under All, Commerce

Well, you can go straight down across history the same way, and you will find that back of all the idealistic movements that have given history significance—Athens, Rome, Florence, Venice, Genoa—you can not put your finger on a city you are going to visit this summer in your automobile that was not builded up on the basis of commerce. That does not mean necessarily that every person in the city was highly idealistic. It does mean that there was in the hearts of men, as they moved out into the sense of power and the possession of wealth, a desire to turn that power and wealth, and that community in which they dwelt, to something better than merely the making of wealth and power.



## The PHILOSOPHER AMONG HIS BOOKS

*Be sure that you go to an author to get at his meaning, not to find yours. . . . And be sure also, if the author is worth anything, that you will not get his meaning all at once;—nay, that at his whole meaning you will not for a long time arrive in any wise.—John Ruskin.*

**BUSINESS MANAGEMENT—A WORKING HANDBOOK OF BUSINESS PRACTICE AS APPLIED TO THE ORGANIZATION AND ADMINISTRATION OF COMMERCIAL ENTERPRISES, INCLUDING DEPARTMENTAL RESPONSIBILITIES, AUTHORITIES, AND METHODS—Two Volumes. By James B. Griffith. American School of Correspondence, Chicago.**

This work is accurately described in the title. It is practical and concrete, being fully illustrated from photographs, diagrams, and drawings. As the author says, he has devoted himself to the practical side of his subject without going into the theoretical phase of the science underlying business management. For a man who, through experience or study—or, better, a combination of both—has mastered the laws and principles that govern success in this kind of work, the books should prove of great value, giving, as they do, the best and most efficient practice in the technique of administration, organization, purchasing, advertising, selling, credits, billing, shipping, correspondence and filing, and accounting.

**THE WONDERS OF LIFE—By Ida Lyon. R. F. Fenno & Company, 18 East Seventeenth Street, New York.**

One of the wonders of my life is why there are so few folks in the world who can get hold of a new idea without wanting to make it the key to all the problems of the universe. Another wonder is why a writer whose work gives internal evidence of but a smattering of true scientific knowledge should attempt to tell us, off hand, just how all the forces of nature work together. And a third wonder of my life is why nearly everyone that finds a good method of doing something should want to carry the thing to absurd extremes.

But, wonder as I may, I can't change human nature. So I expect that I shall see a great deal of the "making of books" like this one on "The Wonders of Life."

Now, having got that off my chest, I am willing to admit that there is much to be learned from this book. It is written in simple style,

easy to understand—most of it—and contains a lot of good guidance for every day living. There is some scientific teaching in the book that is interesting, and in accord with the latest theories or hypotheses of some of the leading physicists, psychologists, and physiologists. But the author ignores the fact that even the savants who support these positions would not state them quite so positively as she does.

Specifically, the book is but another expression of the ideas now loosely labeled the New Thought. It is above the average of these books in its freedom from dogmatism and mystic gibberish—below the average in breadth of vision.

**WAGE-EARNING WOMEN—By Annie Marion MacLean, Ph. D., Introduction by Grace H. Dodge. The Macmillan Company, New York. \$1.25.**

To the student of social problems and their solution, this is a valuable hand-book of information. Women—millions of them—are now wage-earners. Half a century ago there were very few. The sphere of woman was held to be the home, and in the home most of them remained. With the advent of woman in the world of industry and commerce, an entirely new set of problems has arisen. Good business, common humanity, and the welfare of the race demand that they should be solved. But any attempt to solve them without a thorough knowledge of all the conditions would be like a man trying to repair a high-power electric generator with no knowledge of the science and art of electrical construction to guide him.

There has been too much damage done, too much money squandered, too much fine, consecrated effort gone to waste—and worse—through the ill-informed and hysterical efforts to reform abuses that, while in crying need of reform, demanded the calm, cool, and thoroughly scientific treatment of men and women who bring to the work not only a big desire to help, but a keen sense of proportion.

It is to inform such workers that this book has been written. It is a book, not of theories,

not of deductions and conclusions, not of wild appeal, but of facts—just hard facts. The author employed forty assistants in various parts of the country to help gather them. They worked under her direction and made their reports to her. She compiled and edited the results.

The book is arranged with reference to the sections of the country in which the women wage-earners were observed, and deals with them in various industries in New England, New York, Chicago, New Jersey, the Middle West, Oregon, California, and the coal fields of Pennsylvania. There is a chapter on the uplifting forces at work and their efficiency, and a final chapter outlining some of the needs and possible methods of meeting them.

The work is statistical, and has a good bibliography and index.

**A SEARCH AFTER ULTIMATE TRUTH—THE DIVINE PERFECTION INHERENT IN MAN AND IN ALL CREATION—By Aaron Martin Crane. Lothrop, Lee & Shepard, Boston. Postpaid, \$1.60.**

Those who have read and enjoyed and profited by this author's splendid book, "Right and Wrong Thinking and Their Results," will be prepared for the clear, simple style, and the reverential quality of this book. The title is stupendous, and one enters upon the reading of the work with considerable doubt in mind as to the success of the search. Ultimate truth is something so deep and elemental that mere finite man is wont to despair ever reaching it. Personally, I am by no means convinced that the author, with all his unquestioned powers of spiritual perception and logical analysis has reached it. But I will admit that he has given us much food for thought and further philosophizing. Also that he has given us some gleams of at least relative truth.

The first task Mr. Crane attacks is the finding of a foundation for all reality. This he finds in God, whose qualities, origin, and powers he then discusses. In all this, the author is logical, clear, and easy to follow.

But, somehow or other, I cannot call this "ultimate truth." It is ultimate as far as my mind can go, and within the limits of my knowledge. But there are untold heights to which my mind cannot climb, and vast fields of knowledge that I cannot explore. I don't even know of the existence of that knowledge, to say nothing of the nature of it. To what different conclusions all this might lead me, I cannot tell—and I'm afraid Mr. Crane can't, either. That he has shown us the truth in the light of what we now know, he is right, and that ought to be enough for any man. It gives him a good, working and workable basis for his philosophy and life. All that I object to is the word "ultimate."

The next subject taken up is the old vexed problem of materiality. Mr. Crane makes too much of the limitations of our sense perceptions, and does some fine hair-splitting. Materiality, he urges, is unreal because sensation does not tell us of things as they are, but simply of their

effects upon our minds through the sense-organs and sensory nerves. And how did he find this out? Whisper it gently—these same unreliable sense perceptions. Here he gets precariously near to quibbling. Just listen to this:

"If a painter were to dash red paint upon a surface so constituted that it would reject every particle of the red paint, we should not call that surface red, but that is exactly what the object in question (so-called red object) does with the red rays of light; it throws them all off, or reflects them, so that nothing that is red remains with it or belongs to it; therefore the object itself is not red."

Profound!

Mr. Crane's discussion of error is particularly good and valuable. It alone is worth the price of the book, and overbalances the faults I have pointed out.

In the progress of the book are elaborated the essential characteristics of man, and the mutual relations of men to each other and to God. Then follows a discussion of the right of every man to freedom, the mutual relation of oneness existing between man and man and between man and God, the whole concluding with a chapter which, by independent data, uncontestedly and triumphantly proves that man is immortal.

The book draws from all sources, is thoroughly reverential, and is mostly a work of sound reasoning and unflinching logic. It is a veritable guide to the science of life and living.

## Doors of Daring

The mountains that enfold the vale

With walls of granite, steep and high,

Invite the fearless foot to scale

Their stairway toward the sky.

The restless, deep, dividing sea

That flows and foams from shore to shore,

Calls to its sunburned chivalry,

"Push out, set sail, explore!"

And all the bars at which we fret,

That seem to prison and control,

Are but the doors of daring, set

Ajar before the soul.

Say not, "Too poor," but freely give;

Sigh not, "Too weak," but boldly try.

You never can begin to live.

Unless you dare to die.

—Henry Van Dyke.

"I have felt and I have seen, yes, defeat, despair, regret, all the black ghosts that walk. And it is because of that that I can raise my face to the stars and say: It is good, all good—all that life contains. We are not animals—there is the unseen beyond the seen; the unknown beyond the observed. There is a spirit that rises up within us to slay the ghosts, to give them the light. Call upon it and it will answer, for peace is the rightful heritage of every soul that is born. . . . Peace always lies within the grasp of whomsoever will stretch out his hand to possess it. Call to it and it will come from the depths."—Herrick.

# Business Power for Business Philosophers: *by* Albert Lewis Pelton

*Explaining the Theory of Personal Supremacy and Pointing Practical Methods for Leadership in ANY Business*

**B**USINESS power is that combination of personal powers which a man can take into the commercial world and exchange for dollars, position and influence.

¶ Business power is that seldom-found ability which lifts ordinary workers into leaders; which boosts leaders up into the realm of financial giants.

¶ Business power is the skill in dealing with men: to know their moods and adjust thereto; to perceive, interpret and sense their motives and intentions; to intuitively know them, yet tactfully conceal your knowledge.

¶ Business power is the firm, intelligent grip upon yourself; the mastery of your thoughts and actions, your decisions; the large control of yourself at all times.

¶ Business power is the far-seeing intellect incessantly sweeping over the field of your business activities; comprehending present and future conditions; combining with a sure, irresistible power, and compelling all details to coalesce for the capture of all values and goals sought.

¶ Business power is a compound of Initiative, Insight, Creative Mentality, Will-power, Self-mastery, Magnetism and Personal Influence massed into a brainy, aggressive, directing, winning personality.

¶ Great achievement calls for two prime factors—knowing the science and details of some particular business, trade or profession, and huge “power to do” in back of such knowing.

¶ Hundreds of thousands learn the details of their work. Their “power to do” slumbers. Result—mediocrity and small success. The magic art which can flash knowledge into action wins wealth.

¶ It is an open secret which few seem to grasp: that man can do nothing without the inner energy or driving power to practically apply what he knows. In business this energy is termed “business power.”

¶ It is extremely difficult to write a perfect *definition* of this business power; but it is possible from this day on to own a great encyclopedic system of clear, inspiring, money-making science which

*develops* this golden power. Anyone can take the degree “Master of Business Power” who is willing to pay the simple price of pleasant, concentrated study.

¶ Just rising on the horizon of this get-the-dollar world is a monumental training system in this hitherto untaught art of Business Power. It is really four distinct volumes merged into one far-reaching education in fortune-making. This masterful instructor steps right down into the engine room of human power generation and shows exactly what levers to turn in order to throw wide open the throttle which drives the man to marked success.

¶ It remained for Frank Channing Haddock to push over into the heart of the business world this great instruction book in human power capitalized. He is a man who combines in rare balance the insight of a philosopher; the intellect of a scholar; the level-headed sanity of a business man.

¶ As the author of the remarkable books, “Power of Will” and “Power for Success,” his fame is world-wide. And his newest triumph will take the world of men and affairs by storm. Nothing like the book in all literature. It is so packed and crowded that it fairly bulges with eye-opening knowledge in a virgin field never before entered. And mind you—this particular field is the heart of the art which makes every great magnate the leader that he is.

¶ Here in “Business Power” this master of forceful English and indisputable logic has cast up into 18 unparalleled divisions such a wealth of success directions as you never before read. You can spend dollar after dollar on general magazines and books, but you won’t find a tithe of what this volume contains. The invitation comes to you to become possessed of this volume. Read carefully the next two pages which give **ONLY A PART** of the vast list of studies in the work.

¶ **OPPORTUNITY** is banging away at your front door with a diamond-studded glove. Don’t climb out the rear window and run off at this vital moment: open the door and get a lifetime acquaintance with the “fortune lady.”

**SAY—“I SAW IT IN THE BUSINESS PHILOSOPHER”**



# BUSINESS POWER

**The Master Builder of Financial Ability and Commanding Business Personality. A Practical Analysis of the "Underground" Factors of Fortune Building, with Actual Directions for Those Who Seek Commercial Chieftainship**

**By FRANK CHANNING HADDOCK, Ph. D., M. S.**

*Author of "Power of Will", "Power for Success", "Culture of Courage" etc.*

**The Biggest, Brightest, Brainiest Book in Business Literature.**

**Four remarkable training-systems bound in one handsome volume:** 1. The Personal Factors in Business Success (180 pages.) 2. Economic Laws and Business Maxims (80 pages.) 3. Psychology of Personal Power in Business (170 pages.) 4. Business in Fact (Winning the Fortune Fight) (160 pages.)

Here at last is "The Great American Power-Book." A book for which hundreds of thousands are searching; a book revealing DEFINITE DIRECTIONS in mastering and using the powers of Mind, Will, Intellect, Influence, Strategy, Initiative and Man-handling as required in the business of money-making. It deals with the problems of business expansion, conduct, personal business power, leadership and success as does no other book in literature. It is an inexhaustible manual and guidebook of keen, scholarly, scientific methods, regimes, working plans and bed-rock principles in "building the man and his power"—in multiplying his success-energy into whatever channel he chooses to "fight for fortune." It instructs for, and actually creates, the energetic, aggressive, brainy, wealth-winning commercial leader.

Every one of its chapter-volumes is crowded with a new sort of financial knowledge—not how to run any particular kind of business but the more important skill: how to develop the man-power, mind-power, money-power for ANY business, trade or profession. Every page will make you think, will enlarge your mental power, will give you new insight, will make you stand right up in your dealings with men, will give you big ideas—and proportionate ability for carrying them into practical execution.

It is the man with the trained brain—who is the "power of the hour." It is the director, leader and executive with exceptional power of Thought *plus* Application who is demanded in the big places of finance. And it is precisely for such a goal that "Business Power" so successfully instructs.

Now I frankly admit that I am trying to sell you this book. I wish you were here in my office where you could look over the pages of "Business Power"—you'd probably ask "Where on earth did this author mine out such a great amount of solid gold—so much entirely new knowledge in self-development for business application?" And you'd insist on buying the book AT ONCE. You'd see where thousands of extra dollars would come your way through using its original methods.

---

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# GLIMPSES AT THE ELABORATE LIST OF CONTENTS.

The book contains more than ten times as many special studies as listed here.

- |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Brilliant Methods</b> for developing Personal Business Power.</p> <p><b>The Fourteen Great Laws of Business Power</b>, including: First, Second and Third Laws of Magnetic Adjustment, The Laws of Initiative Power, Inspirational Driving Power, Subjective Business Automatics, Organized Omni-presence.</p> <p><b>Counter-Reaction, Developing Management, Financial Comprehension, Large Financial Detail, Psychic Mastery.</b></p> <p><b>How to Blend Business Functions.</b></p> <p><b>Master Methods of Planning Business Action.</b></p> <p><b>Specialized Directions</b> (many pages devoted to each) for Canvassing Agent, Jobber, Broker, Real Estate Man, Merchant, Advertiser, Miscellaneous, The Man in "High Finance." Into this division alone is crowded more substance of the "how and what to do" than many ordinary volumes contain.</p> <p><b>Superb MASTER REGIMES for Handling Immense Business Activities.</b></p> <p>Efficiency of Business Association.<br/>Maintenance of Courage.<br/>Holding the Reserve.<br/>Maintaining a Low Level of Risk.<br/>Maintaining the Passion for Business.<br/>Creating Inspiration by Imagination.<br/>Maintaining Activity Worth While.<br/>Going Aloft for Vision.</p> <p><b>How the Underground Mind Grows and Acts.</b></p> <p><b>How to Acquire Courage-Confidence.</b></p> <p><b>How to Handle Attack and Maintain of Business Conduct.</b></p> <p><b>How to Apply Various Phases of Business Action.</b></p> <p><b>How to Unfold Magnetic Business Power.</b></p> <p><b>How to have Physical Attractiveness for Business.</b></p> <p><b>How to be Resourceful in Ideas.</b></p> <p><b>How to adjust to all Classes of People, avoid clash, have attractive manners, be Genuine and Self-Controlled.</b></p> <p><b>The GREAT HAND OF POWER:</b> An original conception of the author. Diagram showing where the powers are placed and applied.</p> <p><b>How to know Human Nature.</b></p> <p><b>Golden Laws of Business Adjustment.</b></p> <p><b>Unique System of Psychic Bookkeeping.</b> How to accurately gauge the credits and debits of your Personal Powers: to take your measure.</p> <p><b>Ten Diamond Rules of Self-Power.</b></p> | <p><b>Ten Subjective Brilliances:</b> including Personal Style, Business Language, Character, Self-Mastery, The Front of Business, Etc.</p> <p><b>Ten Rubies of Success.</b></p> <p><b>How to Increase Income</b> on a solid, natural-law basis.</p> <p><b>What the Great Economic Laws of Business are.</b> The Wheel of Power with Diagram.</p> <p><b>Wealth.</b></p> <p><b>Marginal Utilities:</b> the basis of all profitable business.</p> <p><b>How to acquire Leadership</b> from this knowledge.</p> <p><b>The Origin of Initiative:</b> the greatest of achieving qualities.</p> <p><b>Groups of Initiative Combinations.</b></p> <p><b>How to Climb by Initiative.</b></p> <p><b>Initiative and Success.</b></p> <p><b>Use and Development of Initiative.</b></p> <p><b>Brilliant Lessons on Business Mentality.</b></p> <p><b>How to Acquire Powerful Attention.</b></p> <p><b>How to build the Mental Prism of Concentration.</b></p> <p><b>How to cure Mind-Wandering: Scatteration.</b></p> <p><b>The Pyramid of Business Concentration.</b></p> <p><b>How great mind Ability for Business is built and handled.</b></p> <p><b>How to Develop Commercial Memory.</b></p> <p><b>How to Assimilate</b> what you wish to remember.</p> <p><b>What the Basis and Control of Mental Processes is.</b></p> <p><b>Memory and the Brain Cells.</b></p> <p><b>Three Jewel Laws of Memory.</b></p> <p><b>Diagram of Memory Processes.</b></p> <p><b>Mind and the Memory in Business Principles.</b></p> <p><b>How to effectively use Business Imagination.</b></p> <p><b>Imagination and the memory.</b></p> <p><b>How to test your Productive Imagination.</b></p> <p><b>Universal Scheme of the Practical Man's Imagination.</b></p> <p><b>Special Uses of Imagination.</b></p> <p><b>How to Multiply the Energy of Success.</b></p> <p><b>Personal Force and Energy explained.</b></p> <p><b>How Man is a Fund of Energy.</b></p> <p><b>Energy and Health Explained.</b></p> <p><b>Energy and the Brain.</b></p> <p><b>How to Use Mental Energy.</b></p> <p><b>Diagram of the Ideal and Perfect Use of Energy.</b></p> <p><b>How to Remedy the Unskilled Use of Energy.</b></p> <p><b>How to Train the Subconscious Self (Down in the Engine Room of Personal Power.</b></p> |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

The 18 lessons are in 150 sub-divisions; there are 550 sections to the studies; there are a dozen or more unique charts and diagrams of special importance; and there are hundreds of laws, rules and suggestions for test and development of the powers and business activities. To be brief—the book is a reservoir of power in self-development for money-making; the more you draw upon it, the more the supply increases. You simply cannot drain it.

**3.20** "Business Power" is uniform with all other Power-Books. Richly bound in purple, cover design in 22-carat gold, inside covers purple and gold marbled lining, very choice paper and printing; 600 pages, gilt tops. Division titles in red. A masterpiece inside and outside. Boxed and mailed prepaid wherever mails go for \$3.20 on the sales plan of **BOOK BACK—MONEY BACK** if remailed within five days from **Postpaid** receipt. This book with "Power of Will" (see next 2 pages) for \$6.00 postpaid.

Will you own it? It is a book which millionaires alone can afford NOT to own. Buy it—it will be worth any amount you are willing to make its instructions yield. Tear out this page, write your name and address on the margin and mail with price.

**ALBERT LEWIS PELTON, The Power - Book Library**  
MERIDEN, CONN., U. S. A.

# Train Your Brain

Make it a creative, commanding, convincing power.

Learn to successfully apply the powers of your Mind which master the men, the problems, and the conditions which confront you in your fight for fortune.

Own the superb study-system

## “POWER OF WILL”

THE SCIENCE AND PRACTICE OF MENTAL SUPREMACY

A recent purchaser estimates the value of this book at \$1000.00

It develops power of

**Mind — Will — Health — Magnetism — Intellect  
Leadership — Self - Mastery — Financial Ability**

The Book of a Thousand New Methods for Multiplying Mental and Physical Energy into the Foundation Powers of Human Achievement.

**By Frank Channing Haddock, Philosopher - Scientist**

*Author of the famous systems “Power for Success”, “Business Power”, “Culture of Courage”, “Practical Psychology”, “Personal Atmosphere” etc.*

“POWER OF WILL” stands today the most remarkable and successful system of Brain building ever devised. Twenty years of tireless research, scholarly study, concentrated personal test, devoted to selecting and arranging the most powerful laws of self-culture, philosophy of life, psychology, mental action, and personal success-power, have finally yielded up this masterpiece of the 20th century. It is not a book of essays, but a great collection of ACTUAL BUILDING PLANS whereby YOU can multiply YOUR powers of Mind, Body, Soul to the limit of your endowments. \*\*\*\*\*

### Brief Glimpses At Its Vast Scope of Contents

#### “Power of Will” tells you

The Law of Great Thinking.  
The Four Factors on which great thinking depends.  
How to develop analytical power.  
How to think “all around” any subject.  
How to throw the mind into deliberate, controlled, productive thinking.  
Detailed directions for Perfect Mind Concentration.  
How to acquire the power of Consecutive Thinking, Reasoning, Analysis.  
How to make any topic yield ideas, instructions, material, for essays, speeches, compositions, descriptions.  
How to acquire the skill of Creative Writing.  
How to guard against errors in Thought.  
How to make the Will supreme in the Mental Realm.  
How to drive from the mind all unwelcome thoughts.  
How to follow any line of thought with keen, concentrated power.  
How to develop Reasoning Power.  
How to handle the mind in Creative Thinking.  
The secret of Building Mind Power.  
How the Will is made to act.  
How to test your Will.  
How a Strong Will is Master of Body.  
What creates Human Power.  
The Six Principles of Will-training.  
Definite Methods for developing Will.  
The Seven Ways that Moral development builds Will-Power.

Space permits only a partial list of the studies. Scattered through the 28 chapter-volumes which unite to make this epic, are more than 700 Principles of Personal Power, Rules of Self-development, Laws of Successful Conduct, Control of Self and Others, and Regimes in the Creation and Application of Mental Energy. Scores of these are subdivided into from 2 to 15 exercises. Like diamonds in rich gold mountings, these hundreds upon hundreds of infallible studies are set along through the 400 pages of clear, inspiring, power-producing instruction. The side columns herewith show what some of these studies are.

**Why envy the Success, Prestige, Influence, Leadership, Money-making Ability, Mentality, and Culture of other people, when you can own “Power of Will” and possess these values yourself.**

#### “Power of Will” teaches you

The Seven Laws for ridding yourself of Profane Speaking.  
The Fifteen Star Methods for mastering Anger and Irritability.  
What the Psycho-Physical cause of the Drink Habit is.  
Nine long demonstrated regimes for mastering this curse (Rare Value).  
How to overcome embarrassing Hesitation of Speech.  
How to develop a direct, forceful, effective style of talking in business, society, anywhere.  
How to eliminate Mind-wandering.  
How to hold the mind closely upon any desired line of thought.  
How to speak tersely, emphatically, and think ahead for best expression.  
How to school yourself against Thoughtlessness.  
How to overcome Indecision.  
How to develop abundance of Thought.  
The Principles of Memory.  
How to throw Attention and Energy into Memory culture.  
The Psychological Principles for memorizing words, sentences, anything.  
The Inner Law of Memory.  
The Star Method for remembering the substance of any book.  
How to plan ahead in your career through the great Pioneer Power—IMAGINATION.  
How to plan conduct so as to avoid former mistakes of Thought, Action.

SAY—“I SAW IT IN THE BUSINESS PHILOSOPHER”

## When you own "Power of Will" you will know

How to develop to a high degree the Mental Moods of Interest, Feeling, Energy, Permission, Decision, Continuity, Understanding, Reason.  
The Six Crown Principles for multiplying Will-Power.  
The NINETY-NINE STAR METHODS for using Will-Power in the Conduct of Life.  
The Seven Great Principles of drill in Mental, Physical, Personal power.  
The FIFTY-ONE MAXIMS for Applied power of Perception, Memory, Imagination, Self Analysis, Control.  
How to make the Eye a great power in Influence and Observation.  
How to develop a strong keen gaze.  
How to make the Eye yield values in Mind-Power.  
How to concentrate the eye upon what is before you—object, person, printed page, work.  
How to school the eye for power in business, society, public.  
How to force Will into the eye.  
How to cultivate a bright, attracting, intelligent eye expression.  
How to become aware of Nerve Action.  
How to keep the body well-poised.  
How to open the Mind and Body for reception of incoming power.  
How to exercise the nerves.  
How to throw off the mood of Worry.  
Affirmation of Supreme Well-being.  
How to overcome the tyranny of the Nervous system.  
How to secure steady nerves.  
How to keep the body quiet, controlled conserved in power, eliminating all nerve-force destroying habits.  
How to train the great executive servant of the Mind—the Hand.  
How to maintain the Central Factors of Body health.  
The First, Second and Third difficulties in Mastering Harmful Habits.  
The Law of Will-Power in Habits.  
The Mental Law of Habit Cure.

"Power of Will" means increased power for you in everything you do. It creates Tact in dealing with others; an unyielding mastery of yourself at all times; a keen power of insight into business problems; a wise application of mental forces; habits that assist rather than delay your advancement; personal traits that win admiration and secure favors in business or society; in short—it will greatly extend your sphere of action and influence no matter what your work or education.

### Letters of praise are pouring in.

"Plain, practical, scientific", N. Y. Times.  
"A gold mine", "Inestimable boon to mankind", "Valuable addition to our Library" Sheldon School. "Beyond description and well worth the price", "Wonderful Inspiration", "Delighted", "A Jewel", "Every page a delightful epigram", Nautilus. "Of infinite value to any man or woman". Health Culture. "Clears the boards of any book I ever read", "The work of a master mind", "Have read 40 pages—worth \$100.00".

"It is all you claim in your circulars. Have spent \$200.00 for books in this line of study but all put together do not possess a thousandth part of the merit this book has". — F. B., Route No. 1, Box 43, Grand Mound, Iowa.

How to make the Imagination fill the mind with Life, Action, Energy, Beauty, scenes of Pleasure, Profit.  
How to work the Imagination for discovery and invention.  
How to improve mechanical devices.  
How to create and build new devices.  
How to make Imagination create for Literary Ability.  
How to make Imagination suggest improvements in business, the home, your environment, conduct.  
How to look into the Workshop of the Mind — and give ideas and thoughts Practical Creation.  
How to cure diseased Imagination.  
How to banish unhealthily mind states.  
How to banish fear of Men, Ill Luck, Death, Hell, Misfortune.  
How to arrive at best decisions.  
How to use the power of deliberation.  
What Francis Bacon said you must do to work (influence) any man.  
The First Principle for success in contact with others.  
The Mental Attitude you must hold to impress people.  
The Secret of Control of Others.  
How permanent Influence over others is secured.  
The Best Rule in the Control of Others.  
The FIFTY-FOUR MASTER RULES in the control of others.  
The chief difficulty of Public Speaking.  
How to use the Skill-Art of Influence before any audience.  
How to acquire Thought, Develop Language, Exercise Expression.  
How to be instructive, impressive, pointed, effective, clear.  
How to overcome stage fright and embarrassment.  
How to secure poise, power, persuasive ability.  
How to handle eyes, voice, body.  
How to deeply impress the audience.  
A scientific treatise with hundreds of rules for training the child's will.

**THE BOOK** — An imperial volume, inside and outside. On fine quality paper; 28 chapters; 30 original full-page poems; division titles in red; 400 pages, gilt tops; richly bound in purple silk-cloth; cover stampings in 22-carat gold. Size, 6 x 9 inches; carefully boxed and sent anywhere that mails go, for \$3.00

PRICE  
**\$3.00**  
POSTPAID.

It is better to own this one manual of *Pointed Methods*, than to have a whole library of *general essays*.

## Buy "Power of Will"--the Star Investment of Your Life

Advertising Manager of "Business Philosopher" writes: "Am delighted with "Power of Will". It is a great and beautiful book. Is worth so much more than \$3.00 that I feel cheap in taking it. It is magnificent stuff" (He paid full cash price.)

Sheldon School of Salesmanship (Bought their own copy) "Power of Will" is above the average product; a valuable addition to our library."

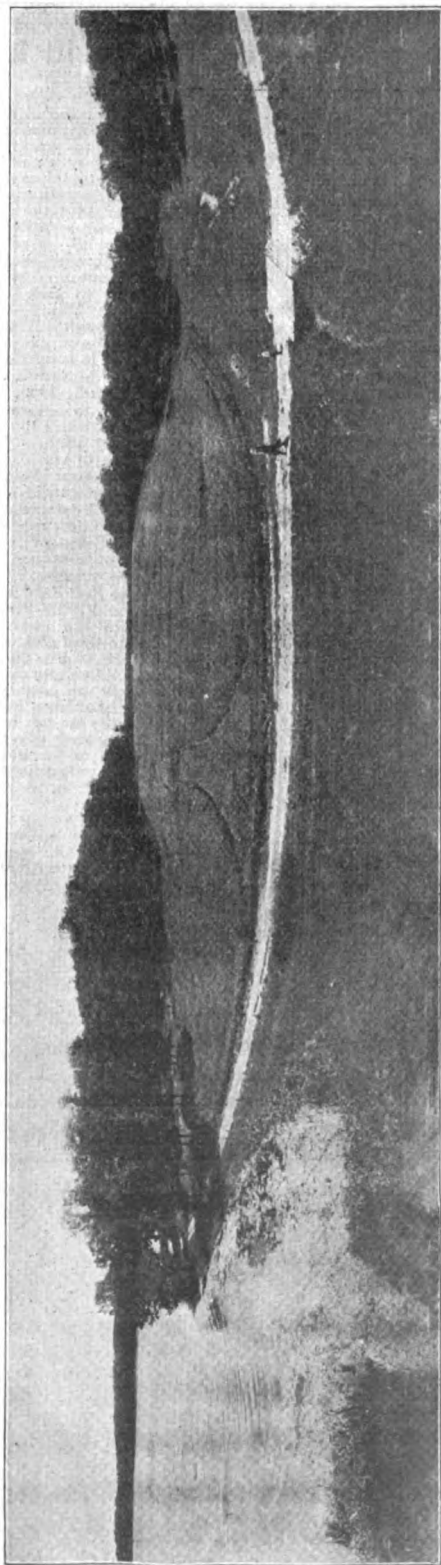
That means—the publishers of this magazine want you to own the most practical result-producing, dollar-bringing system of business power yet published. The price you pay for this book will prove to be as pennies against government bonds. ACT NOW and send for "Power of Will". Tear this page out, write your name and address on margin and mail with remittance. My guarantee is simple — BOOK BACK — MONEY BACK. And this magazine guarantees this offer "100 per cent Square Deal". Your own self-interest lies in getting your order started before the last mail closes to-night. Order direct from the publisher

**ALBERT LEWIS PELTON, (The Power-Book Library)**  
**MERIDEN, CONN., U. S. A.**

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"



# YOUR SUMMER HOME



SHORE ACRES SUBDIVISION, LAKE EARA

**O**F COURSE you want to own a summer home. There is something in you that calls for woods, meadows, cool waters, and broad, comfortable porches, when summer comes and brick walls and paving stones shimmer and quiver with the heat. You need rest and relaxation.

You may have to be in the city on business during the day. But you are refreshed and renewed by the evenings and the week-ends at your summer home.

And it makes you glad to know that wife and babies are away from the glare, the blare, and the dust, getting strong and rosy at your summer home.

No, this is not a millionaire's dream. That summer home is within your reach. And, if your business is in Chicago, it is only an hour's run from that city—you can come out every night. If further away, you can come Friday or Saturday and stay until Monday.

For your summer home, I have just opened a new sub-division on the shores of Lake Eara—the most beautiful of all the famous lakes of Northern Illinois. It is only thirty-five miles from Chicago—three railways run from it into the city.

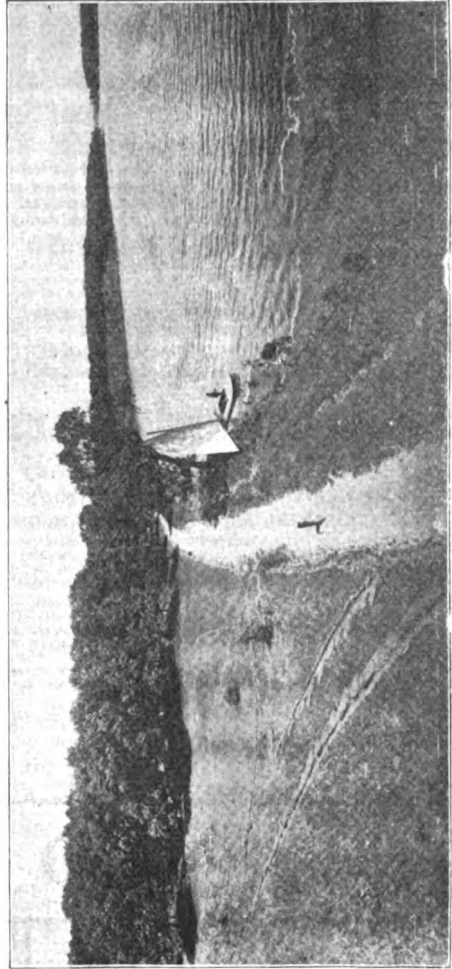
There are a limited number of lots, all at reasonable prices—first come, first served. When you buy a lot, you buy fishing, swimming, and boating privileges on Lake Eara. *There is no lake property so near Chicago at anything like the price.*

My primary object in opening this sub-division is to finance the first building of Sheldon Commercial University.

I want these summer homes, as far as possible to be owned by Sheldon Graduates or those in sympathy with A R E A philosophy.

*Write me today, saying you are interested,  
and I will tell you all about it*

**A. F. SHELDON**  
LIBERTYVILLE, ILLINOIS



SHELDON'S LAKE SHCRE DRIVE, LAKE EARA

# ELGIN WATCHES ON CREDIT

**7 Jewel Elgin—Our Great Special \$13.75**  
**sent Anywhere on FREE TRIAL**

Guaranteed to keep accurate time. Fitted in double stock gold-filled case, warranted for 20 years.  
 You do not pay one penny until you have seen and examined this High-grade 17-Jewel Elgin Watch, in hand-engraved case, right in your own me. You are to be the Judge. Let us send it to you, all charges paid. If suits you **PAY ONLY \$1.50 A MONTH.**

Trust every honest person. No matter how far away you live, or how small your salary or income, will trust you for a high-grade Elgin Watch, in gold case, warranted for 25 years, and guaranteed pass any Railroad inspection. Write for our big free Watch and Diamond Catalog. It tells all about our Easy Payment Plan—the "Loftis System"—and how we send Elgin, Illinois and Waltham Watches, 16, 16, 12 and "O" sizes, 19, 21, and 23 Jewel, anywhere in the world without security or one cent deposit. Send for the Loftis Magazine, Free.

**LOFTIS** THE OLD RELIABLE ORIGINAL DIAMOND AND WATCH CREDIT HOUSE  
 Dept. K811, 92 to 98 STATE ST., CHICAGO, ILL.  
**IBROS. & CO.** Branches: Pittsburgh, Pa., St. Louis, Mo.



## Health and Personal Power!

**"The Attainment of Efficiency" Through Rational Methods**

By **W. R. C. LATSON, M.D.,** Editor of Health-Culture.

This new work by Dr. Latson indicates the avenues that lead to efficient and successful living and should be read by every man and woman who would reach their best and attain to their highest ambitions in business, professional, domestic or social life. The following are some of the many chapter headings:

How to 've the Efficient Life—Mental Habits and Health—Secret of Mental Supremacy—The Nobler Conquest—Firmness One Secret of Power—The Power of Calmness—How to Be an Efficient Worker—The Attainment of Personal Power—The Secret of Personal Magnetism—How to Increase Vitality—The Prime Secret of Health—The Conquest of Worry—The Attainment of Success—The Way to Happiness—The Secret of a Beautiful Voice—The Attainment of Physical Endurance—How to Live Longer in the Land—Secret of Rest—Sleeping as an Art—Common Sense Feeding—Grace and How to Get It—Style and How to Have It—How to Have Fine Complexion—How to Cure Yourself When Sick.

Each of these chapters is full of practical suggestions that will prove invaluable to the reader, bound in cloth, \$1.00. A very handsome paper-bound edition of this price, 50c., will be given with *Health-Culture* (\$1.00 year) six months, both for 50c., money back if not satisfied.

**HEALTH-CULTURE CO., 601 St. James Bldg., New York**

**HEALTH CULTURE CO.,**  
 601 St. James Bldg., New York.

Enclosed find 50c for Attainment of Efficiency and Health-Culture to Jan., 1911. Money to be returned if not satisfied.



DR. LATSON

Use this Coupon Now  
 ADDRESS: Name .....

## THE ALAMO

**Colorado Springs' New Fire-Proof Hotel**

**Strictly First-Class—American and European Plan**

### RATES:

**American Plan**—\$2.50 to \$4.00 per day and upwards.

**European Plan**—\$1.00 per day and upwards.

150 Rooms—Fifty Elegant Suites with private baths.

Golf and other Outdoor Sports accessible to guests.

**Colorado Springs, Colorado**

## Dr. Lindlahr's Sanitarium for Nature Cure

offers complete sanitarium facilities to patients from a distance and to those who wish to live the natural life in natural surroundings. We successfully treat all forms of so-called incurable diseases without the use of poisonous drugs or surgery.

### Nature Cure by Mail

In this department we are prepared to take care of patients at a distance who cannot have the benefit of instruction and treatment in our sanitarium. Free literature and diagnosis blank furnished on application.

### Send for Valuable Free Health-Culture Literature

A LIMITED NUMBER OF VOLS. I. and II. of the **NATURE CURE MAGAZINE**, cloth bound, are now for sale. Price \$1.50 per volume, postpaid.

## Dr. Lindlahr's Sanitarium

525 Ashland Boulevard, Chicago  
 Telephone, Monroe 2246

Down town offices and Treatment rooms:  
 84 Adams St., Rooms 404-406  
 Telephone Harrison 6130

# GET TOGETHER PAGE

In this page our subscribers will have the *free use* of a four line space for one insertion. In this space they may advertise themselves for sale or may advertise for the services of some one else. Others—not subscribers to **THE BUSINESS PHILOSOPHER**—will be obliged to pay 25 cents per line for classified ads. In sending in your ads you should figure seven words to the line so that there will be no trouble over the insertion.

**WANTED—AGENTS TO TAKE SUBSCRIPTIONS** to **THE BACKBONE MONTHLY**—"a serum against softening of the moral spine"—a magazine *so different*, both editorially and typographically. Show a sample copy and there's a sale on the spot. Agents are making money with **THE BACKBONE MONTHLY**. Come on in! Sample copies, terms and blanks on request. **The Backbone Society, 144 Fox St., Aurora, Illinois.**

**START AN EASY AND LUCRATIVE BUSINESS.** We teach you how to establish a successful collection business and refer business to you. No capital required. Little competition. Rare opportunities. Write for Free Pointers today. **American Collection Service, 165 State St., Detroit, Mich.**

**AGENTS MAKE BIG MONEY SELLING OUR** new gold letters for office windows, store fronts, and glass signs. Anyone can put them on. Write today for free sample and full particulars. **Metallic Sign Letter Co., 431 N. Clark St., Chicago.**

**SALESMEN WANTED—IF YOU ARE A CLERK** with natural qualifications as a salesman, I have an exceptional opportunity to offer you. If you are a merchant going out of business and looking for an opportunity to go on the road, my proposition will appeal to you. I want two or three capable men with the work habit, and who have energy plus. I want men with ability to sell goods all day long. I require references, also send an abstract of your qualifications. I have an advertising specialty proposition that interests all progressive retailers. Hundreds of the best retailers have endorsed my plan because they have found it profitable. Samples will go in coat pocket. My best salesmen are making from \$500 to \$1,000 a month. I want men who can do just as well or better. If you are of the right caliber, think you can handle a high-class, ready selling proposition, write me immediately before all territory is assigned. **W. F. Main, Dept. 117, Iowa City, Iowa.**

**GAS MANTLE MANUFACTURER—WOULD YOU** like a live salesman to sell your product, Sold \$8,000 worth in seven months to the retailer in a city of 112,500 inhabitants. Address **Hustler, Grand Rapids Evening Press.**

**SHELDON STUDENT NOW ENGAGED IN FARM-**ing wants position as traveling salesman. Line that will repeat each year, with Chicago firm preferred. Will start on reasonable basis. **William Luettichwager, R. F. D. No. 2, Prairie View, Ill.**

**WANTED—SALESMEN WITH RED BLOOD AND** determination to sell the **Commercial Account Register and Duplicating Books.** Territory guaranteed. References and bond required. **Commercial Register Company, Buffalo, N. Y.**

**REPRESENTATIVE WANTED—WE WANT A** man with ability and ambition to represent us in Chicago. Must have good reference. Write us at once. **Trade Mark Title Co., Ft. Wayne, Ind.**

**LOCAL REPRESENTATIVE WANTED—SPLEN-**did income assured right man to act as our representative after learning our business thoroughly by mail. Former experience unnecessary. All we require is honesty, ability, ambition and willingness to learn a lucrative business. No soliciting or traveling. This is an exceptional opportunity for a man in your section to get into a big-paying business without capital and become independent for life. Write at once for full particulars. Address **E. R. Marden, President The Nat'l Co-op. Real Estate Co., Suite 494 Marden Bldg., Washington, D. C.**

**AMBITIOUS MEN—LET US SHOW YOU HOW** to engage in the most profitable of all lines of business—**Banking and Brokerage**—without any cost to you. Simply write for our free booklet, "Fortune Building Without Capital." **New York Bankers' and Brokers' Institute, St. George, New York City.**

THE VERY LATEST THING IN DUPLICATORS



A Rapid, Medium-Priced Duplicating Machine

Simple, durable, rapid, clean, perfect work. Portable, inexpensive, practical, compact, noiseless.

Cheaper to Buy

Cheaper to Run

## "CANTYPE" SPRING-FRAME DUPLICATOR

**1000** Perfect Reproductions per Hour of Hand-writing, Typewriting, Music or Drawing

Circulars can be taken direct from the Duplicator, and laid one copy on top another without off-setting or blurring. *No other duplicator possesses this advantage.* Circulars and samples of work on application. The only makers in America of all descriptions of ribbons, clean carbon papers, duplicators, stencil papers, inks, etc. Agents wanted in all unoccupied territory.

CHAS. E. ARCHBALD, PRESIDENT

**PEN-CARBON MANIFOLD CO.**

NEW BRUNSWICK, N. J.

*Originators and Only Manufacturers of Non-Flake Carbon Paper for Typewriter, Pen, Pencil and Stylus*

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# The Sheldon Business Normal

You have always wanted to spend the winter in California.

Here is your chance!

I am considering holding the next term of THE SHELDON BUSINESS NORMAL in the Golden West.

This is being written in the midst of the first term of the Normal. It began July 1, with twenty-two students from four foreign countries and ten states of the Union.

It is a pronounced success. Enthusiasm and interest have grown from the very first day.

The next term of the Normal—if enough of you want it—will be held at some convenient point in California during January, February, and March, 1911.

The course of instruction will consist of:

*First*—Personal study and class instruction in:

- (a) The Science of Business Building, which is the fourth edition of the Science of Successful Salesmanship;
- (b) The Science of Industrial Success;
- (c) The Science of Service.

*Second*—An extensive series of personal lectures by me, assisted by specialists, in Salesmanship and Business Economics.

*Third*—A course of lectures on Character Analysis, or the reading of Human Nature.

*Fourth*—Frequent drills in the Art of Salesmanship and Sales Management.

This course of study leads to the appointment of those students who desire to take

up our work, and whom I shall select as being worthy and qualified, to immediate positions in connection with the work of the Sheldon Schools.

The gross earnings of those who prove successful in these positions will not be less than \$3,000 a year. Experience shows that earnings of \$10,000 can be realized by men thus trained and employed.

You who are now well placed in a congenial line can get here the training you need to ginger up and build up the work of your sales department.

The class is also open to employers who find the training of competent sales managers a problem. Already employers in different parts of the country are skirmishing to secure the graduates of the Business Normal now in session.

You find here quick, sure, sane, tried, plain, direct, and scientific training for efficiency in sales management.

This California class will afford an especial opportunity to all of you who live west of the Rocky Mountains, as well as you who would enjoy a winter among the sunshine, flowers, and fruits of America's western paradise.

*If your response and encouragement is quick and hearty* I will definitely decide to hold this Pacific Coast session, and will make speedy announcement of the exact time and place.

Write to me right away, and I will answer, giving full particulars.

*Sheldon*

A. F. SHELDON,

Area—P. O. Libertyville, Illinois

1910

*Gentlemen*—Will you please forward full particulars regarding The Sheldon Business Normal School, as advertised in THE BUSINESS PHILOSOPHER for September.

Name .....

Local Address .....

# The Other Side

*"The House That Has a Hoover is a Home"*

**T**HERE are two sides to the question of economy.

As a business man, you have studied Business Economy—perhaps reduced it to an exact science.

But haven't you overlooked or neglected the other side of the question, that equally important side. Household Economy?

Figure up what it costs you annually to keep your home clean. Add to the

amounts paid to cleaners and renovators the wages of extra servants to come in and clean once a week or so. Consider the loss through breakage and wear and tear; and don't overlook your wife's doctor's bills, traceable to the strain and overwork.

As against this, put down \$125 for a Hoover Sweeper, which will do all your cleaning for twenty-five years. Add from \$2 to \$3 for the annual cost of electric current to run it, and you have the entire expense. There will be no "extras" to crop out from time to time.

**HOOVER**  
ELECTRIC  
**SUCTION SWEEPER**

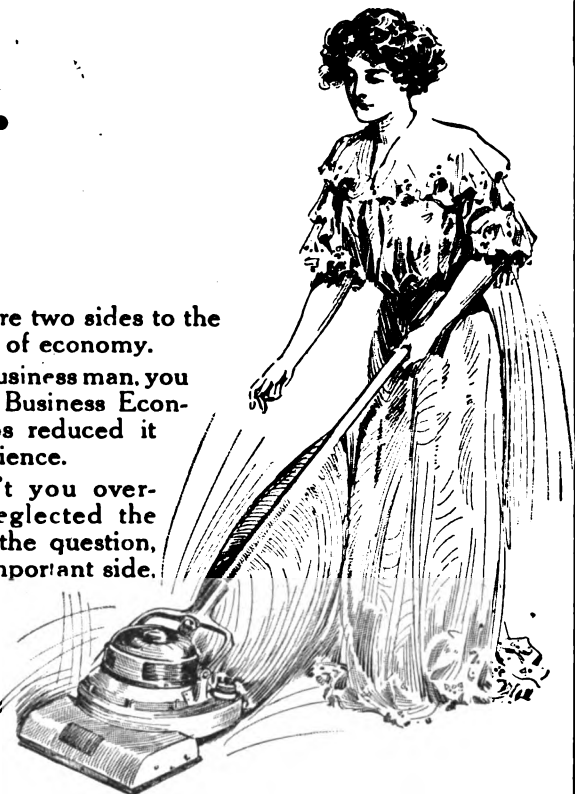
Is not a "suction alone" device. It combines Vibration and Brushing with Suction, affording the only thoroughly practical and effective cleaning principle.

It is strong, durable, efficient, convenient, the only machine a woman can and will use for every day cleaning.

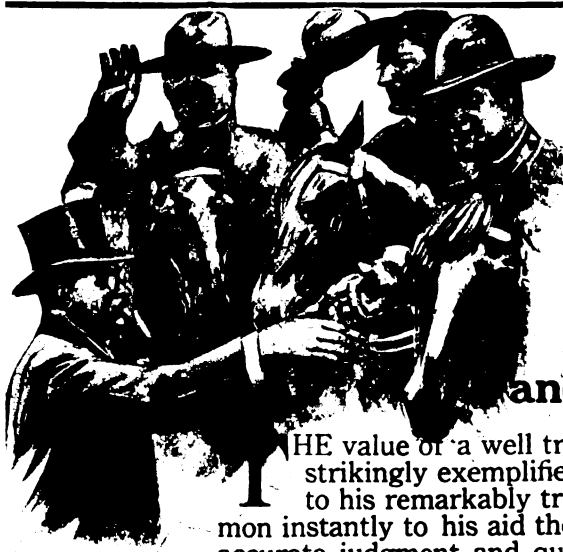
Only a moment is required to put it into operation, and the lightest touch will move it.

Hose and nozzle attachments for every sort of cleaning are included in the equipment.

**The Hoover Suction Sweeper Co.**  
NEW BERLIN, OHIO



SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"



# Roosevelt

## A Striking Example of Success Due to a Well Trained Mind and Marvelous Memory

**T**HE value of a well trained memory has never been more strikingly exemplified than in Theodore Roosevelt. It is to his remarkably trained memory—the ability to summon instantly to his aid the information necessary for prompt, accurate judgment and quick decision under all conditions—that makes Roosevelt the man he is today.

### Roosevelt Recalls the Names of His Rough Riders

An incident illustrating the possibilities of a well trained memory was witnessed at Roosevelt's homecoming, when he shook hands with his famous Rough Riders, addressing each by name, and that after years of separation, an interval of excitement and strenuous life that would blot from the minds of most men all recollection of names and faces.

This man is a notable living proof that

### A Good Memory is "The Key to Success"

What Roosevelt can do, any man can do—you can do. A perfect memory is the key to success in business, political or social life. *You can have a perfect memory if you want it, because a perfect memory, like perfect health, can be acquired.*

### How Does Memory Training Concern YOU?

No matter who you are or what you are, what you do or where you live, you owe it to yourself to find out just how a perfectly trained memory will help you to greater success. You may secure this information without any obligation or expense. Do you want to remember names, faces, facts and figures? Do you want to learn how to focus your mind instantly on the vital points of a business proposition—How to think "on your feet" and make an extemporaneous speech—How to overcome bashfulness and converse in that natural, interesting way that wins friends—How to acquire the faculty of systematizing your mind, in fact, how to acquire the ability to CONCENTRATE? Then write to Henry Dickson, America's foremost authority on Memory Training and Principal of the Dickson School of Memory. You have the direct, personal supervision of Prof. Dickson.

**Concerning the School** The Dickson School of Memory is acknowledged the most successful school of Memory Training in the world—The fame of this school and its successful, logical system of home instruction has spread over the entire country and its graduates fill every walk in successful business, political and professional activity. While the weakest memories can be strengthened, you must not imagine that Prof. Dickson's system of Home Instruction is applicable only to this class. Many of the most intellectual men of the day have availed themselves of memory training. There are no tedious lessons or long hours of study. Just a simple, unfailing memory system, easy to learn, easy to adopt.

The Dickson System of Home Instruction in Memory Training has been highly recommended by such notables as Elbert Hubbard, Prof. David Swing, Dr. Latson and thousands of others.

#### The First Step is My Free Book "How to Remember"

Every reader of this publication should secure a free copy of Prof. Dickson's valuable book—"How to Remember"—read it carefully—it will show you how you can acquire a perfect memory. Fill out the coupon and mail it today. The reading of this book will be the first step toward a trained memory that will be the beginning of greater things than you ever dreamed of before.

### FILL OUT COUPON — MAIL TODAY IT MEANS SUCCESS

MY BOOK  
FREE

"HOW  
TO  
REMEMBER"  
Write to day



Memory the Basis  
of All Knowledge  
**Stop forgetting**

Prof. Henry Dickson, Principal  
Dickson Memory School,  
938 Auditorium Bldg., Chicago

Send me your free book "HOW TO REMEMBER."

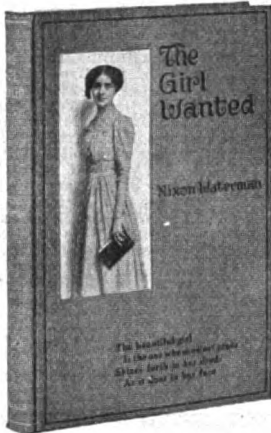
NAME \_\_\_\_\_

STREET \_\_\_\_\_

CITY \_\_\_\_\_ STATE \_\_\_\_\_

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

## A BOOK OF FRIENDLY THOUGHTS



# The Girl Wanted

A Companion Book to "Boy Wanted"  
By Nixon Waterman

"The best book for girls. A girl will be glad she has read it, and will be the better, the sweeter, the happier therefor."—*Journal of Education*.

"Every young woman should read this book. It is food for the eye and a feast for the mind."—*Boston Globe*.  
Beautiful cover. Illustrated. Cloth. 8vo. \$1.25.

Sheldon University Press, Libertyville, Ill.

## THE LAW OF Financial SUCCESS

10  
CENTS

### TELLS YOU IN PLAIN ENGLISH

- HOW** to make money safely and judiciously.  
**HOW** to judge investments properly and realize financial success.  
**HOW** to acquire the faith necessary for success.  
**HOW** to analyze, develop and utilize your dormant abilities essential to success.  
**HOW** to guide your ambition, concentrate upon your aim and persist until you achieve it, etc., etc.

**SPECIAL PAPER-BOUND EDITION**  
104 Pages - 10 CENTS - 16 Chapters

**100,000 COPIES SOLD**

### MAKING MONEY

is not difficult for the man or woman who follows the instructions contained in the sixteen chapters of this most successful book of the year. The tremendous editions enable the publishers to sell the book at 10c, a price at which no man can afford to be without a copy any more than he can afford to refuse payment for his work or services. **Fill out the Coupon now.**

## READ THESE LETTERS

Thos. C. Land, General Manager Conway Telephone Co., Pawnee, Okla.: "I have read the book and consider it one of the best books published. It is worth more than its weight in gold. I would like to see every young man read this book. I can certainly recommend it."

O. A. Jackson, Mason City, Iowa: "It is a great and good book."

James T. Castle, Manager Buckeye Engine Co., Pittsburg, Pa.: "Have read the 'Law of Financial Success' and find it of so much interest I want you to send me one-half dozen copies, as I would like to distribute same among my friends."

Harry A. Fries, Newark, N. J.: "Book is O. K.; worth twice the money with \$10.00 added to it."

W. L. Wagner, of the Foos Gas Engine Co., Webb City, Mo.: "I cannot tell you in words just how well pleased I am with the book."

John G. Gretzinger, Fullerton, Cal.: "It is worth its weight in gold to me, far better than I expected."

Many Others on File. None Solicited.

If this announcement justifies you in investing 10 cents in a book which may mean the making of your fortune,

**JUST WRITE YOUR NAME AND ADDRESS  
RIGHT HERE:**

Name .....

Address .....

Tear out this coupon, wrap a dime or stamps in it, enclose in envelope and mail to

**THE FIDUCIARY CO., 810 YACOMA BUILDING  
CHICAGO, ILL.**

The book will be promptly mailed, postpaid. When ever you wish to part with it, return it and the 10 cents will be instantly refunded.

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"



**3000 GUMMED LABELS \$1.00**  
SEVERAL SIZES AND STYLES  
PRINTED TO ORDER IN ONE AND TWO COLORS  
AT THIS AND EVEN LOWER PRICES. SEND FOR CATALOG  
**FENTON LABEL CO. NINTH & THOMPSON STS. PHILA. PA.**

**A GOOD SHORTHAND REPORTER**  
is the only kind you can afford to employ. I am well prepared to handle all kinds of law and general reporting.  
**FRED H. GURTLE**  
SHORTHAND REPORTER  
Phone Randolph 3038 810-811 Reaper Block, CHICAGO

## Be An Advertising Expert

Push your own business—make more money—  
increase your earning capacity by becoming  
expert on advertising in spare time. Our ex-  
perts instruct you personally by mail. Free  
trial of the Lord Course proves what YOU can  
accomplish. Write today.  
**FREE TRIAL**  
A genuine trial proves  
value of books and in-  
struction. Send for  
free Advertising Book.  
Progress Self-Health University, 210-H Monroe St., Chicago, U. S. A.

**I WILL MAKE YOU PROSPEROUS**  
If you are honest and ambitious write me today. No matter where you live or what your occupation, I will teach you the real Estate business by mail; appoint you Special Representative of my Company in your town; start you in a profitable business of your own, and help you make big money at once.  
Unusual opportunity for men without capital to become independent for life.  
Valuable Book and full particulars Free. Write today.  
**NATIONAL CO-OPERATIVE REALTY CO.**  
111 Marden Building  
Washington, D. C.  
R. E. Marden, Pres.

## Early Arrivals of New Fall Woolens Now on Sale—

Suits or Overcoats  
**\$25 to \$55**

**NICOLL The Tailor**  
Wm. JERREMS' SONS  
CLARK AND ADAMS STS.  
CHICAGO

## The Magazine That Dares

to print the news that's vital to human advancement. An absolutely fearless monthly, the exponent of constructive reform for the betterment of all. You never have seen such unless you know **THE TWENTIETH CENTURY MAGAZINE**. The editor is B. O. Flower, founder of The Arena. Among the contributors are Edwin Markham, Lincoln Steffens, David Graham Phillips, Hamlin Garland, Prof. Charles Zuehlke, Charles E. Russell, Brand Whitlock and Carl S. Vrooman. You should see this new periodical. It is beautifully illustrated and handsomely printed. It entertains and illuminates. One copy will convince you that there is no other magazine of equal strength in America, but to clinch your interest in the glorious work that Mr. Flower is leading, we will send you three sample issues, postpaid, all for only 10c. Get this intellectual stimulus and literary treat and realize there is a new force in the magazine field. We'll refund your remittance without question if you say we have exaggerated the value of this great monthly.

**75c.  
FOR  
10c.**

**The Twentieth Century Co.**  
52 PARK SQUARE · BOSTON, MASSACHUSETTS

**Save your Pocket and Insure your Keys**  
Key Insurance—Good for one year, insures Keys and Identifies Owner; this with Genuine Morocco Combination Key and Knife Purses.....50c.  
Accident Insurance—Above, plus a Limited Accident Policy for \$1,000, renewable each year.....\$1.00  
Key Purses, { Corbille.....25c. Combination { Corbille.....40c.  
(Key Chains { Morocco.....35c. Key and { Morocco.....50c.  
5c. extra.) Seal, Russia, 50c. Knife Purses { Seal, Russia, 65c.  
Special Prices in Quantities for use as Advertising Novelties  
**MURRAY S. CHISM, Patentee and Manufacturer**  
224 N. Camac St., Philadelphia, Pa.

*if* you have advertising troubles I can help you

I make sketches, layouts  
and dummies or handle  
your advertising campaign  
complete — *Write me.*

**Durton Gibbs Smith**  
ADVERTISING COUNSELLOR  
⑤ 1150 OLD COLONY BUILDING - CHICAGO ⑤

# Make Your Letterhead Work for You—

**Y**OUR outgoing mail represents the circulation of an advertising medium that costs you nothing—we can show you how to take advantage of this advertising potential—*easily and surely*. ☐ When reading your morning mail, *which* letterhead catches your eye, rivets your attention and creates a favorable impression? A letterhead which does these things is advertising—regardless of what the letter is or to whom it goes.

**Engraving Stationery**—An Engraving Stationery Letterhead has *selling value*—it not only commands attention but has embodied in it a touch of individuality—suggests the importance of your proposition and the prestige of your firm. The cost is no higher than the ordinary printed letterhead. We have unusual facilities for producing high-grade engraving work, in any quantity, at short notice. ☐ Write us today for our interesting set of samples. This is a valuable portfolio and will be sent you *free* on request. *Write today.*



## Eugene Smith Company

*Makers of Fine Printing • 161 Fox Street, Aurora, Ill.*

☐ For the production of high-grade catalogs, circulars, etc., we have a modern printing plant, complete in every detail. A postcard will bring you full particulars and an estimate of your needs.

# \$100 in Gold Given Away

**A** GENUINE bona fide offer. Read our proposition. Are you a smart speller? We give \$100 in gold and other prizes named below to those able to make the largest list of words from the words ***The Rountree Publishing Company***. You can make at least twenty, we believe, and if your list is the largest you will get the greatest prize. In case of a tie, prizes will be divided between highest contestants. Here are the rules to follow: Use only words in the English language. Words alike, but with different meanings can be used but once. Use any dictionary. Pronouns, nouns, verbs, adverbs, suffixes, adjectives, proper nouns, allowed. Anything that is a legitimate word will be allowed. This is the way: Heart, temple, rain, only. Use these words and arrange alphabetically. The following is a list of the prizes:

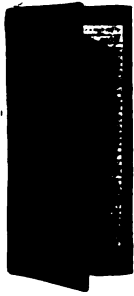
**\$25.00** for the largest list of words as above. **\$20.00** set of Encyclopedia, second largest list. **\$15.00** third largest list. **\$12.00** set of dishes, fourth largest list. **\$10.00** Mission Lamp, fifth largest list. **\$10.00** cash, sixth largest list. **\$5.00** cash, seventh largest list. **\$2.00** each to the next twenty-two highest. Subscriptions to the *Dixie Home* one year to the next hundred highest.

We want you to know ***The Dixie Home***, which is one of the brightest and best illustrated magazines in the world, and it is for this reason that we offer these premiums. We make no extra charge for the privilege of entering this word-building contest. To enter the contest it is necessary for you to send us fifty cents or subscription to the *Dixie Home* for one year, with your list of words. List should be sent at once. The lucky names will be published later. This is a great offer to those who take an interest in such contests.

— Address —

**“Contest Editor,” Dixie Home, Dept. 13, Birmingham, Alabama**

## Relieve Your Memory



Depend on this convenient, useful, *gentleman's* memo book to keep your dates, figures, names, memos, etc., in better, neater style.

### Bennett Everlasting Memorandum Book

—leather cover, 3 3/4 x 8 inches, pocket for cards, removable pads—the most convenient. Price complete with your name stamped in gold on the cover and four inside pads, only . . . . . **\$1.00**

**Send no money** Simply send us your name and we will forward the book with your name printed. If satisfied, send us our \$1.00. If not, return the book. Send today.

**W. W. BENNETT CO.**

Box 146, East End

Pittsburg, Penn.

ONE DOLLAR BRINGS YOU

## "The Rational Life"

By WILL J. ERWOOD

¶ The latest word on: Love—Marriage—Divorce; The Sex Question; Social Evils; The Rational Life; The Conquest of Self, etc. It is as fascinating as a romance. It is live thought on live issues.

It is written for you . **EVERYMAN!**  
And for you . . . **EVERYWOMAN!**

¶ And you too, mother and father, it has ideals for you! Send for it! Read it together! It will help to make "Home, Sweet Home!"

¶ Finely bound, cloth and gold, about 200 pages; just from the press. Postpaid, only One Dollar.

Address: **WILL J. ERWOOD**

Dept. B.

717 East 22nd Street, Baltimore, Md.

## Pen Money For You

I will place the synopsis of your story or magazine article in the hands of 1,000 buyers of manuscripts and photographs, on commission only. Send 10 cents today for "How to Write a Story," by today's most popular author, and I will send you the particulars of my plan for selling manuscripts.

**MR. BUSLEY**

*Authors' Review*

610 Steinway Hall, Chicago



## Books that have Helped Thousands Develop Power to Make Greater Profits

**T**HESE books will help YOU develop more power. Will teach you how to control your forces. Will show you how to inspire confidence. They are uniformly bound in green, printed on heavy book, contain over two hundred pages of helpful, inspiring, scientific, man-building advice. The simple, direct, concise language drives the lessons home at the first reading. Than these three the famous author of "As a Man Thinketh" has written nothing better.

### —SEND THREE DOLLARS TODAY—

SHELDON UNIVERSITY PRESS, Libertyville, Illinois:

Enclosed find \$..... Dollars.

Send me.....Copies (Mark the number).

....."From Poverty to Power"

....."All These Things Added"

....."Byways of Blessedness"

Name .....

City..... State.....

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# If These Men Know it, Don't ? You Want to Know it Too .... !

PROF. FLOURNOY, of the University of Geneva, Switzerland, says of it: "We have nothing so well done in French."

PROF. RICHTER, of Paris, France—"I have read it with the keenest interest."

PROF. MAX DESSOIR, of Berlin, Germany—"I was especially pleased with its sound, original ideas."

PROF. SCHILLER, of Corpus Christi College, Oxford, England—"I was particularly pleased with this book."

DR. VAN EEDEN, Amsterdam, Holland—"The sort of a book I considered absolutely necessary for the enlightenment of the public on this important subject."

PROF. BARRETT, of the Royal College of Sciences for Ireland—"I trust this work will really have the wide circulation it deserves."

SIR WILLIAM CROOKES, F. R. S., of London—"This book should be read with the utmost interest and care."

DR. I. K. FUNK, of Funk and Wagnalls, New York—"A strong book on a most vital subject."

MORTON C. PRINCE, M. D., of Boston—"I am sure it is destined to do a great deal of good."

HON. LYMAN J. GAGE, banker, ex-secretary of the U. S. treasury—"It has made good its purpose, which cannot be said of all books."

PROF. ELMER GATES, of Washington, D. C.—"It is the best simple statement of the subject extant."

REV. SAMUEL FALLOWS, D. D., LL. D., Presiding Bishop Episcopal Church, Chicago—"Practical, reliable, and has rendered a great service to the world."

REV. NEWELL DWIGHT HILLIS, D. D., Brooklyn, N. Y.—"Fills a real want. All persons will find it most suggestive and helpful."

REV. H. W. THOMAS, D. D., Ph. D., Chicago—"It reaches the heights of a singular power over its readers. There is certainly coming, and very near, a new birth of life."

ELBERT HUBBARD, East Aurora, N. Y.—"It shows a sure insight into the heart of things that is bound to make the world better."

## *What are they all talking about?*

About a New Book by DR. STANLEY LeFEVRE KREBS entitled

# "The Law of Suggestion"

If you wish we can get a copy for you, cloth-bound, post-paid,  
for 75 cents. (Stamps, check or money-order.)

Sheldon University Press, Libertyville, Illinois



**\$3,000 to \$10,000  
Per Year For You**

I can make you prosperous. If you want to earn more money—if you want to establish yourself in an independent business requiring no capital—send me your name and address on coupon below. (or a postal will do) and I will mail you, free, our **Big 62-Page Book**, fully explaining just how you can fit yourself to earn big money in the **Real Estate, Brokerage and Insurance Business**. Our thoroughly tested successful system not only equips you fully on every point of Real Estate, Brokerage and Insurance, we also give you, free, a valuable course in Commercial Law. Our Free Book is of great interest to anyone, but is of vital importance to Clerks, Book Keepers, Salesmen, Agents, Solicitors and others who are ambitious to be in a good paying business of their own.

**International Realty Corp., 422 Manhattan Bldg., Chicago**  
Successors to The Cross Co. and H. W. Cross & Co.

**This Book Shows You How to Succeed in Real Estate, Brokerage and Insurance**



Send no money, but merely your name and address on a postal or on the Coupon below.

NAME .....

ADDRESS .....

## It Pays to Buy Your Goods From a Reliable House

Read What our Customer says in Regard to Our Carbon Paper

"We have found the Carbon Paper which we have secured from you people to be the most satisfactory of any carbon that we have secured from any other firms, and we have bought Carbon from at least four other dealers since we got the last from you.

"We need some Carbon now and we enclose herewith check for \$2.00 which we believe is the price we paid you for one hundred sheets of the same. On an old box which we have in the office which we secured from you is printed: "100 Sheets Durable Typewriter Paper, \$2.00 a Box."

### How is That for a Boost?

Don't you want to try a box of this good grade carbon? If so, send \$2.00 along to the

**National Office Supply Company**  
ZION CITY, ILLINOIS

"The Square Deal House" who will promptly fill your order.

We carry two kinds; "Favorite," the high-grade, light weight carbon for manifolding, \$3.00 a box. Also, our "Durable" carbon at \$2.00 a box per hundred sheets.

Agents wanted to carry our up-to-date line of office supplies  
ALL GOODS GUARANTEED. SEND FOR CATALOG

### Another Angle on Business Philosophy

## The Mediator

A New Magazine of Industrial Economy. A Vigorous Publication for Progressive Minds.

**Not a Muck-Raker.  
Helpful, Inspiring, Courageous**

**Free** Write today for free sample copy. Don't wait till tomorrow. Published monthly. Brimful of helpful suggestions. Stands for industrial tolerance. Believes strikes are futile. Urges cooperation between employees and employers.

## The Mediator

ROCKEFELLER BLDG., CLEVELAND, O.

## How to Write an "Ad"

A Tabloid Course in Adwriting, Complete in Six Lessons; the Boiled

### Down Experience of Years, in Booklet Form

If you are a business man interested in adwriting or a man who wants to get started in the advertising business, you certainly ought to have this valuable little course.

It outlines in a brief, yet comprehensive way, the entire method of writing an advertisement from the inception of the idea, the collecting of matter, drawing the plan, instructing the printer—to its realization in printers' ink.

Six interesting and instructive lessons with diagrams and illustrations showing how to sit down and finish a complete advertisement.

POSTPAID. FIFTY CENTS

Reference, The Sheldon School.

**ARTHUR B. FREEMAN**  
3745 MAPLE SQUARE AVE., CHICAGO, ILL.

# The Illustrated Review

A magazine for Authors, Artists, Craftsmen, Collectors and  
Devotees of the Art of Physical Expression

---

Reproductions of paintings by American artists.  
Studio stories and news.  
Unconventional snap shots of authors at work  
and at play.  
Illustrations of handicraft work.  
Short articles giving advice to buyers of objects  
of art and rarities.  
Illustrations of types of beauty.

---

"Its atmosphere is homey to those who work with the fine tools of words and  
pigments," says Will Levington Comfort, author of "Routledge Rides Alone."

10 cents per copy. Four back numbers for 20 cents. Three months for 25 cents. One year, \$1.00

## The Illustrated Review

Steinway Hall Building, Chicago

IF YOU WANT TO KNOW ANYTHING ABOUT

## Ohio

The State of Marvelous Natural Resources. The State of Great Manu-  
facturing Advantages. Where Good Business is Encour-  
aged and Bad Business is Discouraged.

IF YOU WANT TO KNOW ANYTHING ABOUT OHIO, YOU'LL FIND IT IN

## The Ohio Journal of Commerce

a weekly journal published by the business men of the state in the interest of all  
business. Subscription: Two dollars a year. THE OHIO JOURNAL OF COMMERCE  
is read every Saturday by the *progressive business men* of Ohio.

If you want to reach this money-spending class of Ohioans, place your advertise-  
ment in THE OHIO JOURNAL OF COMMERCE. We will be glad to give you any  
information about Ohio and THE OHIO JOURNAL OF COMMERCE.

## The Ohio Journal of Commerce Co.

339 CHAMBER OF COMMERCE BUILDING :: :: COLUMBUS, OHIO

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

**I**F YOU didn't get anything more out of your college life than just the knowledge you received from books you'd be well paid for all the time and money it cost you.

But that's the smallest part. The big thing was the mental training; power to think, to concentrate. Your brains are just like your body. They need exercise; must have it. Give them exercise and they will do for you whatever you will. On the other hand, if you neglect or fail to use them they become atrophied; dead.

Put your perfectly well arm in splints or a plaster cast and leave it a comparatively short time—you lose the use of it. Same with your brains. Use; life. Disuse; death. You can't afford to be without a well-trained mind—not in this day and age. You're going to deal with men who have trained minds or you're not—depends on what kind of a mind you've got, trained or untrained.

CUT HERE

THE PEOPLES UNIVERSITY,  
P. O. Box 1374,  
University City, St. Louis, Mo.

Please send me, without obligation on my part, full information about how I can take up the study of the Course I have marked below.

|                        |                    |
|------------------------|--------------------|
| Music                  | Stenography        |
| Art                    | Typewriting        |
| Short Story Writing    | Bookkeeping        |
| Teachers' Certificates | General Commercial |
| Journalism             | Penmanship         |
| Kindergarten           | Agriculture        |
| Domestic Science       | Horticulture       |
| Civil Service          | Veterinary Science |
| Preparation            | Floriculture       |
| Dressmaking            | Poultry Culture    |
| Auto Engineering       | Bee Keeping        |
| Photography            |                    |

Name .....

Street and No. ....

City ..... State .....

It's not too late to put your brains into training. Our home study course offers over two hundred branches. It would be strange if from this number you could not select a course of study that would do for your brains just what is required to help you realize your ambition.

If you'll tell us exactly what you wish to do we'll assist in selecting a course of study that will help you do it.

Mark the coupon, cut it out and mail today; your first step.

**The Peoples University**  
P. O. Box 1374  
University City, St. Louis, Mo.

# PRACTICAL BUSINESS BOOKS!

Examine the List—Select Those That Will Help You—Mail Your Order Today



## Authorized American Edition of DICKSEE'S AUDITING

Revised and Enlarged  
By Robert H. Montgomery, C. P. A.

The acknowledged authority in both England and America on all subjects connected with auditing. The present edition retains all the valuable matter of the first edition, revised and brought up to date, and in addition over 200 pages of entirely new matter. The subject treatment is (1) Auditing—Up to the Trial Balance; (2) Methods of Account; (3) Special Considerations in Different Classes of Audit; (4) Auditing—From Trial Balance to Balance Sheet; (5) Forms of Account and Balance Sheets; (6) What Are Profits? (7) The Attitude of the Auditor; (8) The Liabilities of Auditors; (9) Investigations; (10) Interest; (11) Professional Ethics; (12) C. P. A. Examination Questions. Contains 100 pages of model forms of Balance Sheets, Income and Profit and Loss Accounts, etc., etc. 6 x 9. 586 pages. 1909. Durable cloth, gold stamped. \$5.00 delivered.

## CORPORATE FINANCE and ACCOUNTING

By H. C. Bentley, C. P. A.

Every corporation treasurer and accountant should possess this book. It is a complete working manual covering the daily duties of these officials. In six parts, as follows: (1) The corporation treasurer, his legal status, the requirements of his office, his duties, powers and liabilities, his relation to corporate affairs in general, his bonding; (2) An extended exposition of the methods and forms for practical corporate accounting, describing the various forms of books and entries; (3) Corporate finances, including funds in general, bank deposits, checks and dividends; (4) Negotiable instruments, their nature and requisites, their general and special liabilities, their collection; (5) Corporate securities; (6) 44 model legal forms for signatures, checks, receipts, resolutions and certifications. 6 x 9. Buckram. 500 pp. \$4.00 delivered.



## A Manual of CORPORATE MANAGEMENT

By Thos. Conyngton of the N. Y. Bar

No corporation official can really afford to be without this book. In it can be found immediately a clear, accurate, non-technical answer to any question concerning the legal side of corporate management. Tells the purposes, scope, and uses of the Charter and By-Laws: the rights, duties, powers and liabilities of Officers, Directors, and Stockholders under all circumstances: explains fully the issuance, sale, record and transfer of stock; tells how to conduct meetings; how to keep all books of record; and discusses such important matters as Committees, Dividends, Consolidations, Re-organization, etc. A safe guide in any state. Contains also over 200 model legal forms, covering practically every matter in corporation work requiring a form. Third Edition. 1909. 6 x 9. Buckram binding. \$3.50 delivered.

## CONDITIONAL SALES

By F. B. Haring of the Buffalo Bar

No concern which makes credit sales should be without this book. It states clearly the requirements for a valid contract of conditional sale in every state of the Union, whereby title to goods sold is retained in the vendor until payment has been made. This information is arranged under uniform headings giving Legal Status of Contracts, how to execute them, acknowledgement or proof required, recording or filing necessary, recording fee, renewals, discharge, Landlord's lien, criminal liability of vendee, action for money judgment, claim on fixtures, when vendor or vendee loses, etc. Approved forms of contracts, acknowledgements, etc. Used as a guide by hundreds of the largest concerns in the country. "Send us another copy," say Lyon & Healy, Chicago. 6 x 9. Buckram. 1909. \$5.00 delivered.



## A Manual of CORPORATE ORGANIZATION

By Thos. Conyngton of the N. Y. Bar

Explains clearly and in detail every step necessary for the organization and incorporation of a new company or the reorganization of an old one. Describes ends sought by incorporation: stock subscription lists and contracts; tells where to incorporate and the expense; detailed explanation of capitalization and the stock system and the status of stockholders; describes the nature and functions of the Charter and By-laws; tells how to conduct meetings; how to elect officers and directors, and defines their duties, powers and liabilities; full information for the protection of minority interests, protection of an inventor, underwriting, promoters, etc., etc. Accurate, authoritative, up-to-date, and entirely free from legal technicalities. Second Ed. 1908. 6 x 9. Buckram. \$3.00 delivered.

## FINANCING an ENTERPRISE

By Francis Cooper

A practical two-volume work telling how to secure capital and successfully promote a business enterprise of any kind. Vol. I describes conditions necessary for successful financing; tells how to investigate, protect, and capitalize an enterprise, discusses experimental work and model making. Vol. II tells best methods for securing money, privately, or publicly, by advertising; how to write a prospectus. Important chapters on stocks, bonds, incorporation, underwriting, etc. Written from 15 years' promoting experience. Only reliable work on the subject. Third edition. 1909. 543 pp. Buckram. Both vols. \$4.00 delivered. Either vol. singly \$2.00 delivered.



Complete Descriptive Circular of Any Book on Request

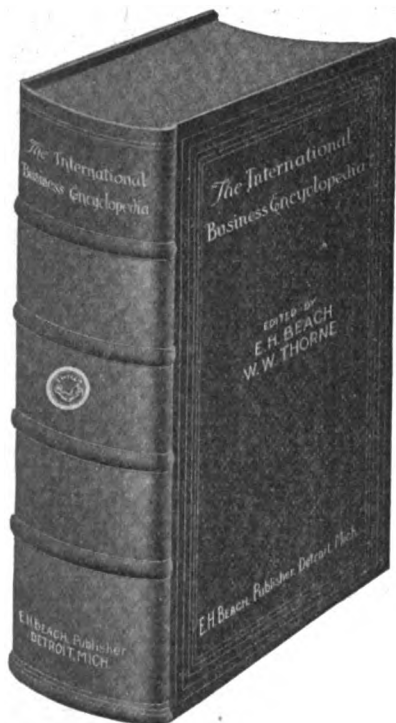
## THE RONALD PRESS COMPANY

Publishers of Business Books, and of  
THE BUSINESS WORLD, a magazine of Practical Business

Rooms 14-20  
229 Broadway, New York

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"





## 50c Secures this Great Reference Book

An entirely new, up-to-date, down-to-the-minute Reference Book, for bookkeepers, cashiers, accountants and business men.

This magnificent volume weighs nearly 6 pounds; contains over 500 pages, 200,000 words and 700 illustrations of forms and tables; beautifully printed on fine paper; handsomely and strongly bound; produced and presented to the business world at a cost which brings it within the reach of all; easiest for reference, plainest for acquiring information, and most economical when compared with all other publications of like nature.

### It is yours on payment of only 50 cents

down and the balance in monthly installments of 50 cents or \$1.00 as you prefer.

Monthly installment price, \$4.00 per copy; introductory special cash price (less 10 per cent) only \$3.60.

In either case the expressage is prepaid to your address in the United States and Canada.

**E. H. Beach, Publisher, Detroit, Mich.**

### Send 25 cents for 12 months subscription to **BEACH'S MAGAZINE OF BUSINESS**

A handsome monthly magazine for business men, bookkeepers, accountants, cashiers, credit men, stenographers, advertising managers, etc. The "man behind the desk" must have it. Splendid business stories. Your money back if you do not like it.

**E. H. Beach, Publisher, 69 West Fort St., Detroit, Mich.**

## The International Business Correspondence Course

HAS BEEN DEVISED FOR THE BENEFIT OF THOSE INTERESTED IN  
HIGHER AND COST ACCOUNTING WHO DESIRE TO QUALIFY FOR  
**HIGHER POSITIONS AND HIGHER SALARIES**

Higher accounting for bookkeepers, cashiers, accountants, office men and business men generally.

Factory cost accounting for cost clerks, superintendents, factory foremen, all of whom require in the performance of their duties an accurate knowledge of factory detail and daily results, to be obtained with the least possible labor combined with the greatest satisfaction.

For those who wish to adopt the lucrative profession of Certified Public Accountant.

### What the Course Offers You

The active experience of twenty years enables the directors of this Business Correspondence Course to concentrate in lessons spread over six months an education comprising all the vital principles and essential systems and methods of down-to-the-minute accountancy for all classes and varieties of business included in the curriculums of the most expensive Correspondence Schools, at a charge to students of from \$40 to \$100.

### THE COST

**Special Terms for Balance of Year 1910**

This comprehensive, complete and fully effective Business Correspondence Course is offered at the temporary and very low introductory price of \$10 cash, or \$12 payable in easy installments of \$2 down and \$2 per month for five months.

**E. H. BEACH, Publisher :: Detroit, Michigan**

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# WHEN IN DETROIT STOP AT HOTEL TULLER



New and Absolutely Fireproof

Cor. Adams Ave. and Park St.

In the center of the Theatre, Shopping and Business District.

Has large Convention Hall.

Has grand Roof Garden Cafe.

Music from 6 P. M. to 12:30 A. M.

Every Room has Private Bath

EUROPEAN PLAN

RATES: \$1.50 PER DAY AND UP

L. W. TULLER - - Proprietor

## Embossed Business Stationery

Printed from Steel Dies  
Send for Samples

*Engraved Cards.*

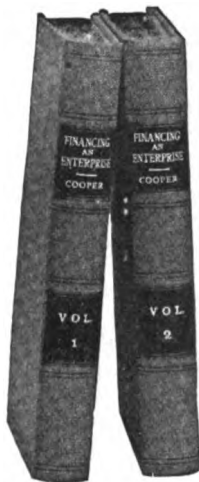
We engrave a one-line plate and furnish 100 engraved cards, postpaid. Engraved in script, \$1.25; block, \$1.50; solid Roman, old English or French script, \$1.75; shaded old English or block, \$2.00; shaded Roman or French script, \$2.25. Cash to be sent with order. Best stock used. Monogram stationery. Wedding and business announcements.

**The American Embossing Co.**

192-69 SENECA STREET, BUFFALO, N. Y.

## Financing an Enterprise

By FRANCIS COOPER



**T**WO volumes that have helped hundreds of men win fortunes by showing them how to successfully finance and promote their business or their discoveries. Highly endorsed. Only successful work on promotion.

**Volume 1** describes conditions necessary for successful financing: how to investigate, protect and capitalize an enterprise; experimental work and model making.

**Volume 2** tells best methods for securing money, privately, or publicly, by advertising; how to advertise, how to write a winning prospectus. Important chapters on stock, bonds, incorporations, etc.

Invaluable knowledge gathered from fifteen years' experience. Save you hundred times its cost. Full descriptive circular if you want it.

300 pp. 1909 ed. Buckram binding. Two vols., \$4.00 prepaid. Either vol. separately, \$2.00 prepaid.

**SHELDON UNIVERSITY PRESS**  
LIBERTYVILLE, ILLINOIS

## SPINAL IRRITATION

An elegantly illustrated booklet explaining the cause and cure of the disease that produces the following

### SYMPTOMS:

**HEADACHE**, or pains in the head, especially in the Back part or Base of Brain; Nervous or Biliary Headache; sensations that feel like the pulling or stretching of  
**CORDS** in the Neck; trouble with the  
**EYES** connected with pain or aching in back part of head or neck or upper part of shoulders; aches or pains in the eyes or back of them; specks or spots before the eyes or blurred vision; a frequent desire to  
**SIGH** or **YAWN** or take a deep, full breath, and in some cases, an inability to do so;  
**PALPITATION** or irregularity of the heart; pains, oppression, difficult breathing, or very peculiar and disagreeable feelings in the region of the  
**HEART, LUNGS, STOMACH**, or other parts of the body that doctors often call Neuralgia, Rheumatism, Indigestion, Heart trouble and various other names, but fail to cure; aches or pains in the region of the  
**KIDNEYS; BACKACHE**; sensations of oppression or constriction like a  
**BELT AROUND THE BODY**, or part way around;  
**PARTIAL PARALYSIS** of arms, shoulders, hands, lower limbs or feet, causing pains in these members, or a  
**NUMB FEELING** or sensations of coldness, heaviness, or a tingling or feelings resembling the  
**PRICKING OF PINS** or needles or as if the parts were asleep;  
**SORE, TENDER OR BURNING** points along the spine or in the limbs or feet; pains in the face, arms, back, lower limbs or feet, resembling those of  
**NEURALGIA OR SCIATIC RHEUMATISM** (physicians often treat these symptoms as ordinary neuralgia or rheumatism, but such treatment will not cure them);  
**CHILLS UP OR DOWN BACK**;  
**CREeping** sensations, coldness or numbness; pain  
**BETWEEN SHOULDERS**.

If you have the above named symptoms, or any of them, you probably have **SPINAL IRRITATION**, a very serious disorder that but few physicians can cure. Yet it is very easily cured by proper treatment. Our elegantly illustrated booklet explains how. It also describes the disease and explains what causes it.

Price, 10 Cents

**OHIO STATE PUBLISHING CO., 93-5 The Birmingham, Cleveland, O.**

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

## *The Largest Staff of Salesmen in the World*

that is what Advertisers command in

# "The Traveling Man"

We have a paid in advance subscription from members of the fourteen great orders in which the Salesmen of the United States have banded themselves—that should make advertisers think—our Magazine represents the Greatest Commercial Force in the World — "**Word of Mouth**" Advertising by our Subscribers. Think it over—*Our Rates by Mail*—You've Thought.

## *Strong Endorsement*

The following large and important Organizations of Traveling Men, representing hundreds of thousands, approve of "THE TRAVELING MAN" and wish it God Speed!

|                                                                           |                                                                       |
|---------------------------------------------------------------------------|-----------------------------------------------------------------------|
| Christian Traveling Men's Association<br>"Gideons," Chicago, Ill.         | Northwestern Traveling Men's Association,<br>Chicago, Ill.            |
| The Commercial Travelers' Life and Accident Association, Cleveland, Ohio. | Travelers' Health Association,<br>Omaha, Nebraska.                    |
| Commercial Travelers' Accident Association,<br>Utica, New York.           | Traveler's Protective Association of America,<br>St. Louis, Missouri. |
| Illinois Commercial Men's Association,<br>Chicago, Ill.                   | Toledo Travelers' Health Association,<br>Toledo, Ohio.                |
| International Travelers' Association,<br>Dallas, Texas.                   | United Commercial Travelers of America,<br>Columbus, Ohio.            |
| Iowa State Traveling Men's Association,<br>Des Moines, Iowa.              | Western Travelers' Accident Association,<br>Omaha, Nebraska.          |
| Minnesota Commercial Men's Health Association,<br>New Ulm, Minnesota.     | Western Commercial Travelers' Association,<br>St. Louis, Missouri.    |

*Subscription Price, \$1.00 Per Year*

# THE TRAVELING MAN

VALPARAISO, INDIANA

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"



# How to Increase Your Mental Wealth at Small Cost—

**T**O BECOME a better Speaker of Words—and to be a scientific salesman one must know how to speak wisely and well—one should have a thorough acquaintance with the great classics of literature.

¶ *The Caxton Brochures* are exquisitely printed in two colors on high-grade paper—protected with a heavy cover—tied with silk—brightened with a special portrait of the author by Hillberg—and possess the great merit of fitting the pocket both in size and price.

¶ By special arrangement we have secured a limited quantity of these beautiful Brochures and while they last they will be sold for Fourteen Cents each or Ten for One Dollar.

¶ Of course you know we wrap all our goods with Satisfaction—which means that you can have your money back absolutely without question if you are not perfectly satisfied.

## *The Caxton Brochures*

¶ A collection of Little Masterpieces, published one each month, by the Caxton Society, the aim being to present the most significant essays and short stories by the world's best authors, in a form that will appeal to all bookish people.

No. 1—CHARLES LAMB'S ESSAY, "A Dissertation upon Rast Pig," also "Detached Thoughts on Books and Reading."

No. 2—RALPH WALDO EMERSON'S "Essay on Compensation."

No. 3—"THE CHINESE PHILOSOPHER'S SON," by Oliver Goldsmith. This number is now out of print.

No. 4—"BIBLIOPHILE AND BIBLIOMANIAC," by Henry Houssaye and Henry Ward Beecher.

No. 5—"COLLECTANEA," being certain verses written by Rudyard Kipling.

No. 6—"POOR RICHARD'S ALMANACK," Shrewd wit of Benjamin Franklin as compiled by himself. With facsimile reproductions.

No. 7—"HENRY DAVID THOREAU, His Character and Opinions," by Robert Louis Stevenson.

No. 8—"BACON'S ESSAYS," being those contained in the first edition, published in 1597. With facsimile reproductions of some of the pages.

No. 9—"WISDOM OF CHESTERFIELD." Being extracts from letters of the Earl of Chesterfield to his son.

No. 10—"LOVE LETTERS OF HENRY VIII to ANNE BOLEYN." The authentic love letters of a real king.

No. 11—"RUBAIYAT OF OMAR KHAYYAM," by Edward FitzGerald. This is a careful reprint of the first edition, introduction and notes.

No. 12—"SELF-RELIANCE," by Ralph Waldo Emerson. "Let a man know his worth, and keep things under his feet."

No. 13—"WILL O' THE MILL," by Robert Louis Stevenson.

No. 14—"RABBI BEN EZRA," by Robert Browning. This number contains a special analysis and study.

No. 15—"THE LEGEND OF SLEEPY HOLLOW," by Washington Irving.

No. 16—"THE ATHEIST'S MASS," by Honore de Balzac.

No. 17—"ODES OF ANACREON," as translated by Thomas Moore.

No. 18—"EVERYMAN," the great Morality Play. Facsimile reproductions from old editions.

No. 19—"ADDRESS ON ARTS AND CRAFTS," by William Morris.

*We believe these Brochures are a little better than anything ever before attempted in special editions at a popular price. The numbers now ready are No. 1 to 19, inclusive; and with exception of No. 3 which is out of print. We will supply them at fourteen cents each, or ten for one dollar.*

## Sheldon University Press, Libertyville, Ill.

DEPARTMENT 87

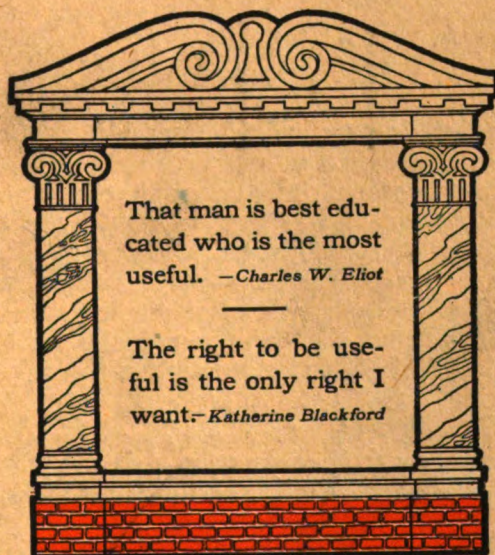


**S**ERVICE carries  
with it the necessity  
of an opportunity  
to serve. To obtain  
it often requires persuasion  
of the positive word-speaking  
and deed-doing kind

SHELDON



# *The* BUSINESS PHILOSOPHER



That man is best edu-  
cated who is the most  
useful. —*Charles W. Eliot*

The right to be use-  
ful is the only right I  
want.—*Katherine Blackford*

ARTHUR·FREDERICK·SHELDON  
EDITOR

SHELDON·UNIVERSITY·PRESS  
LIBERTYVILLE·ILLINOIS

# Ginger Talks

235 PAGES—15 FULL PAGE CARTOONS

## Sales of Two Millions a Month

The Course in Salesmanship that Built Them for the National Cash Register Company

## Yours for Two Dollars

**T**HINK of a course in practical salesmanship, written straight out of the heart of the greatest selling organization in the world, by a Director of that organization; a course that does not merely describe the selling system of this colossal concern—but IS THAT ACTUAL SYSTEM ITSELF—the word for word Ginger Talks of that world famous company to its 1,000 salesmen—the verbatim coaching, the exact specific instruction, the very selling pointers and arguments and inspiration and enthusiasm that built up, through those 1,000 red-blooded salesmen, a business of over two million dollars a month in monthly sales.

*The Pabst Co. bought it for its 1800 salesmen. The Quaker Oats Company invested \$450 in it. 1682 other giant concerns have taken it for their entire sales forces, many taking from 100 to 1000 each.*

Ask us to send you a list six feet long of these concerns which employ nearly 50,000 salesmen

**G**INGER TALKS are a complete text-book of instruction and pointers on the art of selling goods. They simplify the whole of practical salesmanship; make clear with wonderful illustrations and exact explanations how to make approaches, how to secure attention, how to create desire, how to stimulate to immediate action and walk out with the order. They tell the salesman how to turn enmity into friendship, cold indifference into eager interest, casual inquiries into actual buyers, actual buyers into permanent customers. They touch on a thousand salesmen's difficulties and perplexities and show a way out of each one.

**G**INGER TALKS is the only business book ever written that is as brilliant and fascinating in style and has the same human interest as George Ade's "Fables in Slang," Billy Baxter's "Letters," or Mr. Dooley's famous conversations with his friend Hennessy. The sentences are crowded with epigrams, sharpened with penetrating wit, lighted up with humor, and made fairly alive with the tones of a masterful personality. It is this wonderful combination of solid instruction and brilliant expression—"beef-steak nutriment and champagne style" that has brought Ginger Talks their tremendous sales.

### SEND YOUR GINGER

SHELDON UNIVERSITY PRESS, Libertyville, Illinois.

I am enclosing Two Dollars. Send me a copy of Holman's "Ginger Talks."

Name \_\_\_\_\_

Address \_\_\_\_\_

State \_\_\_\_\_

You can enclose \$3.50 and receive a copy of Ginger Talks and The Business Philosopher for one year

ARTHUR F. SHELDON  
EDITOR-IN-CHIEF

# CONTENTS

ARTHUR W. NEWCOMB  
MANAGING EDITOR

SHELDON'S BUSINESS PHILOSOPHER AND SALESMANSHIP

OCTOBER, 1910

|                                                                  |                     |
|------------------------------------------------------------------|---------------------|
| ELBERT HUBBARD .....                                             | <i>Frontispiece</i> |
| EDITORIAL .....                                                  | 579                 |
| <i>By A. F. Sheldon</i>                                          |                     |
| ADVERTISING—ITS RELATION TO LITERATURE, SALESMANSHIP, LIFE ..... | 583                 |
| <i>By Elbert Hubbard</i>                                         |                     |
| "KEEP YOUR EYE ON THE JOB AHEAD"—GOOD BUSINESS POLICY .....      | 593                 |
| <i>By E. N. Ferden</i>                                           |                     |
| THE SONG THE STEEL RAIL SINGS TO THE WHEEL.....                  | 596                 |
| <i>By A. St. P. Reynolds</i>                                     |                     |
| FLEISHMAN, "THE WANT AD MAN," AND HIS "LITTLE TALKS" .....       | 597                 |
| <i>By Arthur W. Newcomb</i>                                      |                     |
| TAKING ON EXTRAS OF KNOWLEDGE AND POWER TO DO THINGS .....       | 602                 |
| <i>By W. H. Tennyson</i>                                         |                     |
| ADVERTISING, SALESMANSHIP AND PUBLIC SPEAKING.....               | 603                 |
| <i>By Arthur Bernard Freeman</i>                                 |                     |
| WHAT THE PRISON REFORM LEAGUE WANTS TO DO AND SEE DONE .....     | 608                 |
| <i>By Griffith J. Griffith</i>                                   |                     |
| GLEANINGS FROM BUSINESS FIELDS.....                              | 611                 |
| <i>By Thomas Dreier</i>                                          |                     |
| PUBLICITY AS A CREATIVE FORCE IN BUSINESS—AN ADDRESS....         | 614                 |
| <i>By E. St. Elmo Lewis</i>                                      |                     |
| TEACHING SALESMANSHIP IN THE DEPARTMENT STORES.....              | 620                 |
| <i>By Elizabeth M. Bishop</i>                                    |                     |
| THE QUESTIONS OF SOCRATIC.....                                   | 623                 |
| <i>By Arthur W. Newcomb</i>                                      |                     |
| RANDOM THOUGHTS ON BUSINESS BUILDING AND MAN BUILDING .....      | 626                 |
| <i>By A. F. Sheldon</i>                                          |                     |
| LETTERS OF A SALES AND ADVERTISING MANAGER.....                  | 630                 |
| <i>By George H. Eberhard</i>                                     |                     |
| LEAVES FROM MY ORDER BOOK.....                                   | 634                 |
| <i>By Morton Mayne</i>                                           |                     |
| THE PHILOSOPHER AMONG HIS BOOKS.....                             | 637                 |

Two dollars a year will bring the magazine to anyone in the United States or its possessions, \$2.25 in Canada, and \$2.50 in foreign countries. Requests for "change of address" must reach this office before the tenth of the month in order to insure the proper mailing of the current issue of this magazine. In sending in the new address please give your previous location.

Published by the Sheldon University Press, Libertyville, Illinois

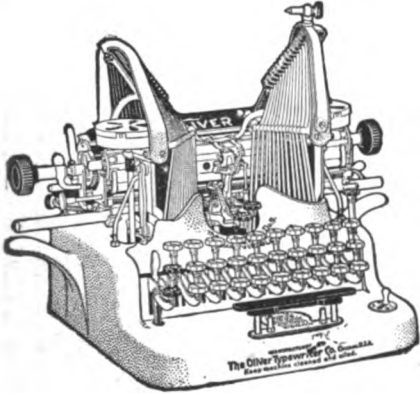
Entered as Second-Class Matter, December 15, 1908, at the Post Office at Libertyville, Illinois, under Act of March 3, 1879. Copyrighted by Sheldon University Press.



# Seventeen Cents a Day Buys an Oliver Typewriter

This amazing offer—the New Model Oliver Typewriter No. 5 at 17 cents a day—is open to everybody, everywhere.

It's our new and immensely popular plan of selling Oliver Typewriters, on little easy payments. The abandonment of *longhand* in favor of clean, legible, beautiful *typewriting* is the next great step in human progress.



Already—in all lines of business and in all professions—the use of *pen-and-ink* is largely restricted to the writing of *signatures*.

Business Colleges and High Schools, watchful of the trend of public sentiment, are training a vast army of young people in the use of Oliver Typewriters.

The prompt and generous response of the Oliver Typewriter Company to the world-wide demand for *universal typewriting*, gives tremendous impetus to the movement.

The Oliver, with the largest sale of any typewriter in existence, was the logical machine to take the initiative in bringing about the *universal use* of typewriters. It *always* leads.

## Save Your Pennies & Own an Oliver

This "17-Cents-a-Day" selling plan makes the Oliver as easy to *own* as to *rent*. It places the machine within easy reach of every *home*—every *individual*. A man's "cigar money"—a woman's "pin-money"—will buy it.

Clerks on small salaries can now afford to own Olivers. By utilizing spare moments for practice they may fit themselves for more important positions.

School boys and school girls can buy Olivers by saving their *pennies*.

You can buy an Oliver on this plan at the regular catalog price—\$100. A small first payment brings the machine. Then you save 17 cents a day and pay monthly.

And the possession of an Oliver Typewriter enables you to *earn money to finish paying for the machine*.

### Mechanical Advantages

The Oliver is the most highly perfected typewriter on the market—hence its 100 per cent efficiency.

Among its scores of conveniences are:

- the Balance Shift
- the Ruling Device
- the Double Release
- the Locomotive Base
- the Automatic Spacer
- the Automatic Tabulator
- the Disappearing Indicator
- the Adjustable Paper Fingers
- the Scientific Condensed Keyboard

### Service Possibilities

The Oliver Typewriter turns out more work—of better quality and greater variety—than any other writing machine. Simplicity, strength, ease of operation and visibility are the corner stones of its towering supremacy in

- Correspondence
- Card Index Work
- Tabulated Reports
- Follow-up Systems
- Manifolding Service
- Addressing Envelopes
- Working on Ruled Forms
- Cutting Mimeograph Stencils

Can You Spend 17 Cents a Day to Better Advantage than in the Purchase of this Wonderful Machine

Write for Special Easy Payment Proposition or See the Nearest Oliver Agent

The Oliver Typewriter Co., The Oliver Typewriter Building Chicago, Illinois

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

30 Editions Since Publication

# It is Only Once in a Decade, not Oftener, that a Really *Great* Book is Written—this is One

We want you to read Jules Payot's "EDUCATION OF THE WILL," *because it is a great book.* No matter what your present position in life may be, this book will help you to greater achievement—greater success.

**¶** If after reading "The Education of the Will" you tell us that you have not been benefited, have not been inspired to higher, nobler thoughts, have not been clearly directed to a better standard of life, *send the book back to us and we will refund the purchase price paid by you.*

The author, one of the foremost educators of France, proves that character is not wholly a matter of birth or heredity, but that through the education of the will, character can be formed and developed to the highest degree.

All that is necessary is that one possesses the *desire* for mental superiority.

No matter how richly endowed you may be mentally you can only go as far as your *will* will carry you.

If you follow the suggestions in this book you can secure mastery of your will, and that means not only spiritual but worldly supremacy, because your

*will* is the force that drives and directs your faculties; the higher its development, the more profitably you may *capitalize* your talents.

While the author's thesis is based upon the soundest laws of psychology, the book is written in plain, frank language, unclouded by abstruse scientific terms, and it is easily understood by the ordinary reader.

Every father and mother should *insist* that their children, from seventeen years of age upward, read this book not only *once* but several times.

**CAUTION**—Be sure that it is *Payot's* book that you buy as there is another book with the same title, but which has no relation to this.

THE EDUCATION OF THE WILL, by Jules Payot, Litt. D., Ph. D., translated from the French by Smith Ely Jelliffe, M. D., Professor Clinical Psychiatry, Fordham University, New York, 12mo, cloth, 450 pages, \$1.50; post-paid, \$1.60.

## Sheldon University Press

Area P. O., Rockefeller, Illinois



## “Wasting Energy”

FOUR men, working in the **WRONG** way, fail to make a sale or convince a prospect, where **ONE** man, working along principles taught by **THE SHELDON SCHOOL** would easily succeed. Why?

It isn't **MERE** energy that sells goods or builds business.

It is knowing **HOW TO APPLY** the energy and the ability you have, with the **LEAST POSSIBLE WASTE**, that sets you up above the crowd as a successful man.

The Sheldon School will tell you how to sell **MORE** goods in **LESS** time—how to understand and apply those rules which go **STRAIGHT** to the point and **CLINCH** the business that other men lose.

Today more than 40,000 “live wires,” the world over, are making **EVERY OUNCE** of power **COUNT** because they are **SHELDON MEN**. If **YOU** are to succeed, you must grasp **NOW** the methods that it will take years to learn in the “school of hard knocks,”

but which **SHELDON** teachings will impart to you quickly and easily in your spare time.

Start **NOW** to learn how you can develop **MORE** power and **MORE** salary thru the proper knowledge of how to employ your talents without the waste of energy. Start by asking for the **SHELDON Literature**, since it **COSTS YOU NOTHING**.

Simply send your name and address on the coupon herewith and learn how **SHELDON METHODS** will help you get the most out of your natural energies in your **SPARE TIME AT HOME**. Mail the coupon **AT ONCE!**



**The Sheldon  
School**

**1064 Republic Building,  
Chicago, Illinois**

**The Sheldon School, 1064 Republic Bldg., Chicago**

Please send me **FREE** copy of **THE SHELDON BOOK** and full information regarding Sheldon Methods.

Name \_\_\_\_\_

Street \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# The Sheldon Summer School for 1911

**J**UST to show you the kind of good times we have at the Sheldon Summer School, here are some pictures taken at the session for 1910.

They show four scenes from the play of "Hiawatha," given by the students of the School on the shores of Lake Eara, on the night of Monday, August 8, 1910.

In addition to the one hundred and fifty students of the School, there were present several hundred guests from Chicago and other near-by cities.

All present declared that the presentation was one of the most beautiful and most impressive they ever had seen.

Plans are now under way for a great musical play, along lines of the Area Philosophy, to be given by the students of the Sheldon Summer School for 1911. The libretto and music will be prepared months in advance, parts will be assigned and sent to students who have enrolled, so that each will have become thoroughly efficient before the session opens on July 1, 1911. All chorus music will be sent to every student who enrolls in time, so that all who desire may take part, at least in the chorus.

We have a great natural, open-air stage and auditorium on the shores of the lake.

This will become a great annual affair.

In addition to the play, at the session of 1910, we had the instruction in man building and business building by Mr. Sheldon and a corps of specialists, we had lectures on business topics by business men and others of national repute, among them Mr. and Mrs. Elbert Hubbard of East Aurora. Mr. Hubbard's lecture appears in this number of THE BUSINESS PHILOSOPHER.

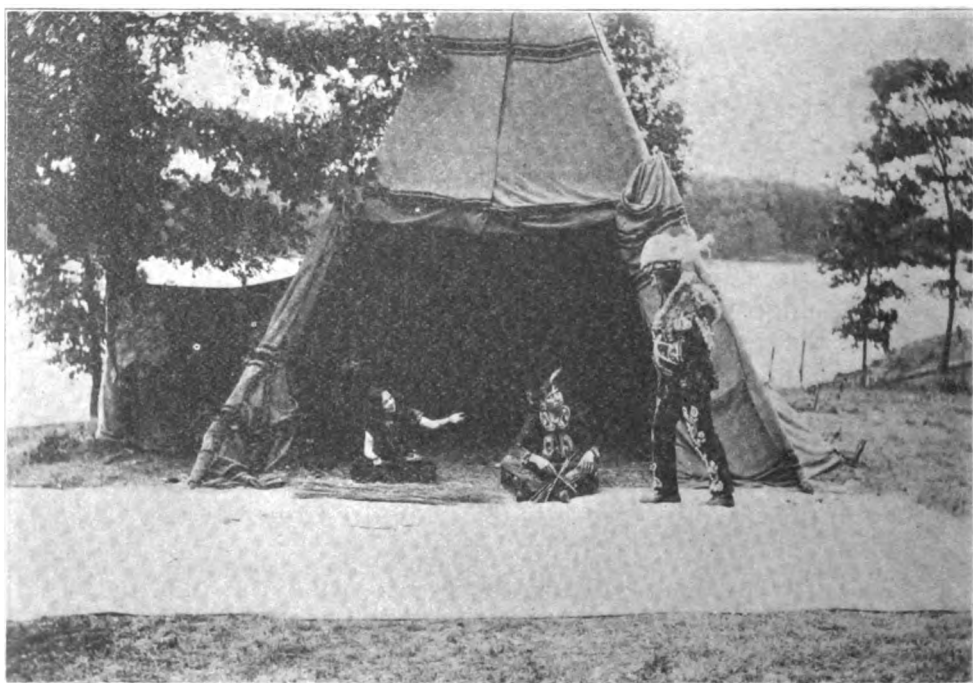
An even better program is being planned for the session of 1911.

---

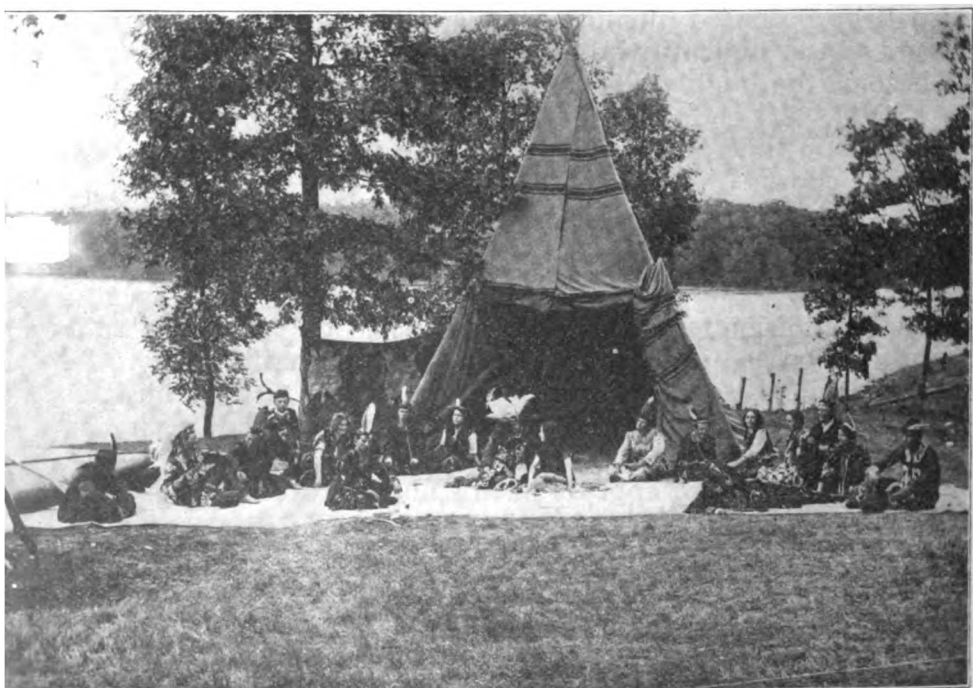
---

Now is the time to plan to be there

## THE BUSINESS PHILOSOPHER



**HIAWATHA'S WOOING**



**HIAWATHA'S WEDDING**

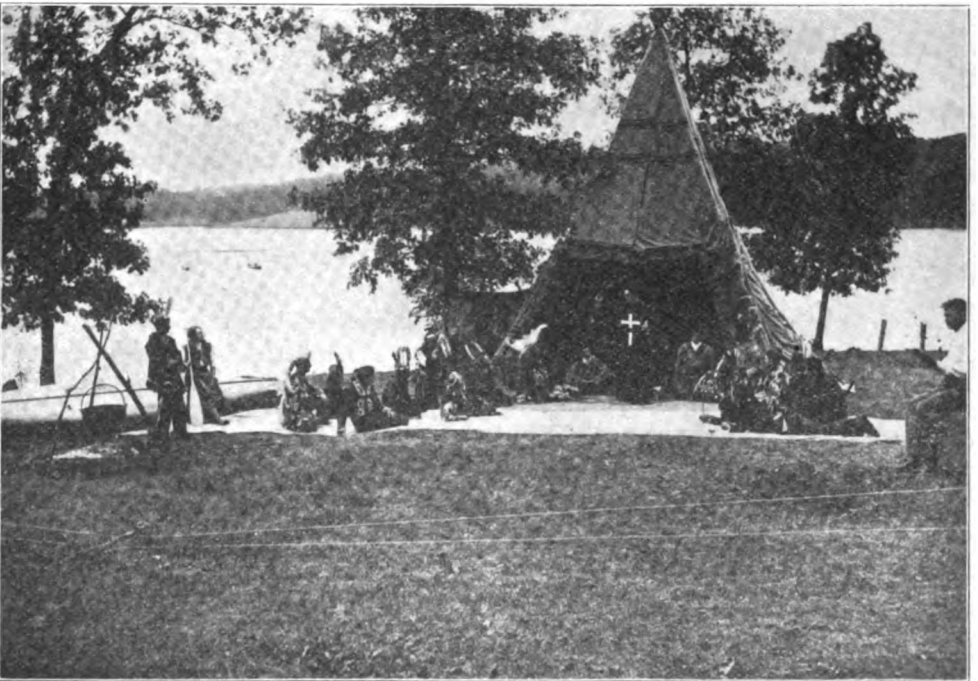
Scenes from Play Given by Students of the Sheldon Summer School on the Shore of Lake Eara, Sheltonhurst,  
August 8, 1910

**SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"**

## THE BUSINESS PHILOSOPHER



DEATH OF MINNEHAHA



CONVERSION OF HIAWATHA

Scenes from Play Given by Students of the Sheldon Summer School on the Shore of Lake Eara, Sheldonhurst,  
August 8, 1910

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"



# The Business Philosopher

A. F. SHELDON, EDITOR

VOLUME VI

OCTOBER, 1910

NUMBER 10

## On the Front Porch

*Where We Talk Things Over*

**G**OD plays no favorites. His law—natural law—never remits a fine or any other penalty.

Get out of harmony with natural laws of health, and you suffer from disease.

Get out of harmony with natural laws of the intellect and you suffer loss of thinking power, memory, and imagination.

Get out of harmony with natural laws of the emotions, and you suffer from moral and spiritual weakness.

Get out of harmony with natural laws of the will, and you suffer from loss of self-control and inaction.

Get out of harmony with the natural laws of success in business, and you suffer from losses and failure.

All this is certain—sure—inevitable. For some, the penalty of violated law may seem to be delayed longer than for others, but it comes along just the same—and with compound interest.

This has been satisfactorily demonstrated, in some way or other, by every man and woman over fifteen years of age that ever lived.

Sometimes it seems to me that humanity's most fascinating gamble is the attempt to beat the laws of

God at their own game. Seems as if every fellow thinks that, in some way or other, he can get all the fun of breaking natural law and, at the same time, all the rewards for keeping in harmony with it.

And, in every case, down through all the ages, without a solitary exception in all the annals of the game, law has been the winner. Those who have danced have always paid the fiddler.

I once knew a man who thought that he was an especial favorite of the Almighty. He claimed a great many privileges that were not enjoyed by the rank and file of humanity. One of the fanatical notions that possessed him was that, through a special dispensation of providence, he was above natural law in many ways.

This man embarked upon a business enterprise of considerable magnitude. Good business men among his friends told him that he was violating some of the fundamental laws of commercial success.

His reply was, "I will show you wiseacres that there is one man who can make a success of business squarely in the face of the laws that govern other business enterprises."



For a few years this foolish man appeared to prosper greatly. He was bold and aggressive, and his very cock-sureness and foolhardiness caught the vagrant fancy of the unwary.

At the height of his apparent success, he gleefully remarked, "I told those high-brows that I would show them that there was one man who could snap his fingers in the face of the laws of business and win out."

And in one short year from that time his top-heavy, hollow venture collapsed utterly, carrying the special favorite (?) of God down with it. Not only that, but he paid the penalty of his violation of the laws of health with a long, loathsome, and painful illness. He paid the penalty of violating the laws of confidence and friendship by being deserted by relatives and friends. He died penniless, a ward of reluctant charity, and almost alone.

This is an extreme case. And yet we are all prone to try to delude ourselves into the belief that, somehow or other, an exception will be made in our case if we step over the boundaries "just this once," or "moderately."

But God's bookkeeping is accurate down to the last and least item—and we don't have to wait until Saturday night to get our pay, either.

NOW, OFTENTIMES, when we "get ours," we think of Law as cruel, harsh, remorseless, unfeeling, unseeing, and inexorable.

A husband stands by the bedside of a young wife, dying in terrible agony. She is snatched out of his arms just when he needs her most—just when her beautiful life seems

blossoming into its highest nobility and usefulness.

He cries out against the "cruelty" of the blow that has fallen upon her and upon him.

A man works early and late at his business. He puts money, time, strength, brain-power, and a wealth of nervous energy into it. He is honest, earnest, and hopeful. But the day comes when the work of years is swept away, and the good fellow has nothing to show for it.

Unless he is of clear sight and stern fiber, he wails about his "luck." His family weep as they rail at the coldness and hardness of Fortune, fickle jade.

An employe violates the laws of industry, accuracy, and economy of time. He knows that he is violating them. And yet he moans against fate when he is not promoted—or is discharged.

Even those who realize that all these "troubles" are but the result of violated natural laws, sometimes feel that the law is too exacting.

But there is another side to the story.

Natural law imposes its penalty upon the man, woman, or child that violates, it is true, but the resulting pain is educative and corrective.

The child, fascinated by the glamor of the candle's flame, takes it in his hand. Straightway he lets go of it—without anyone telling him to. He howls with pain. His hand is blistered and inflamed. It is sore for several days or weeks. Perhaps a scar is left upon the fair flesh.

Cruel flame, to hurt the baby so!  
Is it?

As the result of that burn, the baby learns a wholesome respect for fire

that keeps him from crawling into the grate when he learns to creep.

Natural law stings that hand, and stings it hard. But the sting, painful as it is, saves the child's life.

You get stung in business. Costs you a hundred or a thousand dollars. Hurts, doesn't it?

But then, the next time that game is sprung on you, you are wise. And you save five thousand or a hundred thousand dollars—maybe.

You see, I had to stick that maybe in there because there are so many people that do not seem to be satisfied with one severe lesson, but keep coming back for more until the idea finally penetrates their thick skulls.

They are like the cheerful fellow I heard about the other day. He had been poisoning himself with what he fondly supposed was a stimulant, and was "drunk and dressed up." While in this ecstatic condition, he passed a hall where a party was having a dance.

Attracted by the music, our convivial friend wobbled up the stairs. When he arrived at the top, the man at the door, seeing his condition, promptly threw him down. The victim of this rudeness gathered himself up from the pavement, turned about, and again lurched his way up to the lights and music.

"Here, you bum," the fellow at the top gritted through his teeth, "get out of here." And he threw him down the stairs.

Getting up from the sidewalk was a little more painful this time, but the man got up, and muttering, "On with the dance," climbed the stairs a third time—and two of them threw him down hard.

Two more trips he made up and down the stairs. When he landed out in the street for the fifth time, he lay still for several minutes. Then he sat up with a deeply perplexed look on his battered face. Finally he began to smile. And then he struck an open palm with a wavering fist: "I know what's the matter with those people," he crowed, "they don't want me up there."

Of this much you can be certain—if you get a punishment, you needed it to teach you something. Be thankful the lesson was given as lightly as it was. And be sure you learn it.

BUT THERE is something even better than the educative value of the penalty of violated law.

I speak of the rewards for harmony with natural law.

Here again God plays no favorites. The law is just as certain and sure and inevitable in its rewards as it is in its penalties. And if the penalties seem severe, the rewards are great—how great, no man has even yet lived in perfect enough harmony with natural law to find out.

The more nearly man gets in harmony with law, the more closely does he live and work with the infinite forces of the universe.

The power of natural law may be likened to a current—deep, swift and strong.

The man who swims in the direction of that current is carried along with all its sweep and force working in his favor. The man who is not in harmony, who swims across or against the current of law, is battered on the rocks of penalty, carried out of his course, and finally drowned.

Look about you. See what man has done since God placed him on the earth to learn His laws. All human progress has been the result of man's learning what the laws were and then getting into harmony with them.

Great men, great institutions, and great nations have been great in proportion to, and as a reward for, their harmony with natural law.

Great deeds, great inventions and discoveries, great books, great pictures, great movements, and great music have been wrought in obedience to natural law.

In harmony with law, man has developed his powers and qualities from a state of savagery but little above the beast to godlike beauty, stature, vision, and power.

THE LAWS of God, then, are not cruel, heartless, merciless. They are beneficent, nurturing, developing, uplifting, loving. Yes, that's it, loving.

People used to think that the love of the Infinite was shown in His willingness, in certain cases, to suspend or remit penalties, to set aside law, to intervene between the objects of His love and the operation of law.

But this view is no longer held. Seeing how great and how wonderful are the rewards for getting and keeping in harmony with law, we now see

that the love of God is shown in the law itself.

Please do not misunderstand me. I am not writing theology here. I have no controversy with any man of any faith. I leave to theologians all discussions as to religious matters. They are not the province of THE BUSINESS PHILOSOPHER.

I am talking business—talking about the penalties and rewards for the violation of or obedience to natural laws that apply to success in business—and that includes all law relating to the physical, mental, and moral nature of man.

Whatever the source of these laws, whether you call it God, or Nature, or Infinite Spirit, or Infinite Mind, or the Great First Cause, their workings show the intelligence and love of their author.

Why?

Because harmony with them always produces better men and women, better methods, better things in business, better society, better arts, sciences and industries, better nations, and a better race.

What greater right, duty, and privilege has man, then, than to study, experiment, investigate, and classify and correlate until he knows more and more of the laws of nature, and having learned them, to get in line.

**Far and away the best prize that life offers is the chance to work hard at work, worth doing.—Theodore Roosevelt**

# Advertising—Its Relation to Literature, Salesmanship and Life : *by* Elbert Hubbard

*An Address Delivered Before the Sheldon Summer School for 1910, Sheldonhurst, Area, Illinois*

*Introduction*—I wish that every reader of *THE BUSINESS PHILOSOPHER* might have had the privilege of being at the Sheldon Summer School during the last week of July and the first week of August. And especially do I wish that you might have been there on Friday, and Saturday, July 29 and 30, the days when Elbert and Alice Hubbard, the Fra and his wife from the Roycrofters, at East Aurora, New York, were there and gave us one of the treats of a lifetime. They came on Friday, and that afternoon the Fra was out on the base ball diamond, playing second base for the Summer School team, who were in contest with the Sheldon Business Normal boys that day. And the boys say that he made a mighty good second baseman, too. Whatever he does, he does well. In the evening, Mr. and Mrs. Hubbard attended the regular camp fire of the Tribe of Area, and we had a short address from the sage of East Aurora. There was singing and the tribesmen gave their peaceful war-whoops. And then we all had an opportunity to grasp the hands of our guests.

On Saturday morning, in the big lecture hall on the second floor of the administration building, Mrs. Hubbard addressed us. I wish that you might have heard her talk. Since most of you couldn't, I am going to let you read it in the November number of *THE BUSINESS PHILOSOPHER*. Until you get that, just whet your anticipation by remembering that she won all our hearts.

Following Mrs. Hubbard came her husband, the greatest living writer of the English language. It was the verdict of his audience that he outdid himself. Mrs. Hubbard, who is qualified to judge, says so. He himself said that he never had spoken to an audience that called more powerfully for the best that was in him. Anyhow, he and we spent an hour on the cosmic plane.

And here you have his talk—in cold type, of course, and lacking the Hubbard smile and the fire of the Hubbard presence, but with the clearness and beauty of his thought.—A. F. SHELDON.

**M**R. SHELDON and Dear Friends:  
I am to talk to you a little while on the subject of Advertising.

Advertising in my mind is this: It is the instruction or the education of the people as to who you are, and what you are, and what you have to offer.

I think the world has reached a time when we can afford to admit that we are here on earth. We do not apologize for being here. We are not afraid to use the first personal pronoun.

I believe that modesty is only egotism turned wrong side out.

That man who isn't proud of his business, and who isn't glad he is alive, and who isn't grateful for life isn't much of a man; he's a dead one whether he knows it or not.

The only man who should not advertise is the man who has nothing to offer to the public.

## **The Basis of Successful Human Service**

The one thing that we should all have to advertise is the human service.

We can each do one particular thing. We should be able to do this thing particularly well. We shouldn't do anything that somebody else can do just as well.

Pick out your own game and then you play your game. God never duplicates. No two men are alike. No two leaves in the forest are alike.

There is one thing you can do particularly well, and the bit of human service that you can do is the thing that gives you the most pleasure. And the thing that gives you a pleasure and a satisfaction you should do.

Now, as for myself, there is one thing I can do. I play at a good many different

things. I am a Jack of all trades. There is one thing, however, I can do pretty well. I admit this. I do not have to prove it before the University of Copenhagen. I work the Cadmian game. That's my game. I hoe in the garden of letters.

There are twenty-six little letters of the alphabet, little black marks, and six punctuation marks. My business is to arrange these little black marks in a certain way so that I can send to you across the sea, to a man in another country, to Canada, to California, to a man who never saw me. He looks at my arrangement of these little black marks and he is thrilled—sometimes.

You can't thrill everybody. You can only thrill people who are on your wire. All I claim for myself is that I am right part of the time. An executive is a man who decides quickly and is sometimes right. We know men who are dead wrong all the time. But I am right a part of the time.

#### **The Wonderful Invention of Letters**

And so I arrange these little Cadmian marks, these little letters of the alphabet so as to thrill a man, to convey a message to that man, to make him see the thing that I do. That is a miraculous thing to me.

One of the greatest inventions, to my mind, I think, is this wonderful proposition that vocal sounds can stand for thought and feeling. It is a miraculous thing that we come to an agreement that a certain sound which I make with my tongue, epiglottis and teeth gives you a certain feeling that makes you think a certain thought.

You see, we had to come to an understanding, otherwise you wouldn't be delighted at all. You wouldn't understand or comprehend anything I would say. That reminds me of a certain great orator down in New York who happened to lose his teeth. It was at a political rally and in an impassioned moment his teeth flew out of his mouth. Someone picked them up and handed them back, but the man never made another speech. He had lost his nerve.

But with these that nature has supplied us with we are able to make certain tones. The next thing is for me to make a little black mark there and have that mark stand for a sound. And this sound stands for a

thought. Then the arranging of these little black marks stands for language.

Isn't it a miraculous thing? Can't you understand now how, when only a few people could read and there was only one book, when that book was brought in, there was a sound of music and singing, cymbals and bells and candles, that the people fell in the dust before it?

So, when only a few men could read, they said, "These men are exempt, they are different from the rest of us." And in England, only a few years ago, there was a distinct code for the benefit of the clergy. The clergymen were the clerks who kept the records of the state. They were the men who could read and write.

Business men were accused of murder and other crimes, and when arrested they sometimes claimed the "benefit of the clergy." Clergymen were exempt. They could do no wrong. They were more than men; they were super-men. A clergyman went with the accused to the next room. When they came back, the court said, "Can he read?" The answer might be, "Like a clergyman," which to us would mean that he reads very badly.

#### **Reading is Self-Discovery**

But the miracle is that I can take this printed page and read it, although I never saw the man and do not know the man who made the record. When you come to multiply these and send them all over the world, you get what you call literature or the distribution of literature.

So my business is to catch thoughts and ideas that float through our brains. Now, if you understand me and what I write; you are on my wire; and all I do for you is to express for you the things you know, but which perhaps you do not know you know until I tell you.

Now, reading is self-discovery. It's finding out who you are, what you are and what you know. Nobody, at the last, ever tells you anything. You have got it in you or you haven't, and when you read it reminds you what you have. And when you read a page and like the author, you say, "Yes, yes." You mark that thing. It is because that man has expressed for you a thing that is your own.

So wherever you go you are looking for yourself. All you can find in the world is but a reflection of yourself that you throw upon the screen with your cosmic stereopticon, if you please. That's all you see.

You are the thing you hate, as well as the things you love, because you are the thing you can see.

My business is to express for people who are in other businesses. I have followed this thing until it has become a knack, it becomes easy. And so in my dreams I am formulating thoughts.

The idea is this, to formulate the thought in a way so it is easy and natural for the man to understand it, and obvious so he cannot go astray, the greatest number of thoughts in the fewest possible words and still have the thing carry.

#### How to Write Well

If you want to read well—read "Little Journeys." I didn't say that. Read Victor Hugo, cultivate the Victor Hugo sentence.

First get into a habit of thinking. The first thing is to have a thought and the next thing is to pass it along. Get the habit of thinking. "We all think great thoughts," says Emerson. "Speak your thought today or tomorrow you will take it from another second-hand."

And so our mind has flashes like electric sparks.

Working for us in the Roycroft Shop is a good old fellow by the name of Ala Babi. That isn't his name but we call him that. When I express some thoughts and do not care to attach my name to them, I give him credit. This man is really a good deal of a philosopher. Often working with him in the field I get some very good ideas from him. I always carry a pad wherever I go and a pencil and jot down such things.

You are a kind of Divine storage battery, a multiplex instrument. Here comes an idea as you walk, as you row, as you ride, as you hoe out in the garden. There is where you often get your best ideas. The thing to do is to catch them. So make a note of them. Carry a pad and pencil. Seize the idea and then clothe it in language.

Naturally, if you are out-doors and have something else to do, you will write that

just as briefly as you can, and often your best sentences are these you seize out in the open, out in the sunshine. You will find that these things you write down, these short little sentences, are the best things you have. And so, when you start out to write a good thing, you will be slipping these things in. These are the natural things to say.

#### How Shakespeare, the Business Man, Wrote

I know how Shakespeare wrote because Shakespeare was a man, and he wrote just as you or I will write. The thoughts came to him and he seized upon them. He was a very busy man. He was a business man first and a writer afterwards. He was a business man and he grew rich. His ambition was to grow rich, not to grow great as a literary man. He, of all men, would surely have been amazed if he could have known that his name would go clattering down the annals of time, that he was the greatest man who ever wrote the English tongue.

He was a natural man. Out-doors he would have passed the medicine ball, played ball with you, fished with you, lived with you—a natural man. He clothed natural thoughts that came surging through his mind, and these gave him a great joy and great satisfaction.

As I read Shakespeare I see things that were written out in the open slipping in. And these are the things that you quote. For instance, take that little hing, "The Seven Ages of Man." That has nothing to do with the play. And he had to maneuver around a good deal with what we call flapjack to get that Seven Ages in the play.

The idea is first to have thoughts. You do have thoughts if you love nature. If you work, sleep, eat and have ambition and love, you will have thoughts.

When you advertise, when you write about anything, any man, any place, any event, you advertise. All history is an advertisement of things that happened—perhaps in the man's mind.

There is a difference between truth and fact, you know. Fact is the thing that happened, and truth is the thing that might have happened. And so some history is the

thing that happened or didn't happen or might have happened—that's all.

Napoleon put this very bluntly: "What is history but a lie agreed upon?"

The only things that live are the things that are advertised. History is the advertisement of men and things and events. The event does not live, but the account of the thing lives. That's all.

#### How Some History is Made

Now, Paul Jones never called out that very saucy answer with which he is credited when surrounded by the ships of the enemy on the coast of Scotland. When closing in upon him they called upon him to surrender. You know his answer, a very uncouth remark, but it was this: "Damn your souls to hell, we haven't begun to fight."

Nobody ever heard that answer because there were no stenographers there. But somebody put those words into the mouth of Paul Jones and they have gone ringing down the centuries and have given courage to millions of faint-hearted when they were just about ready to give up. When a man sees nothing to fight for, when surrounded on all sides by an overwhelming force, these words of Paul Jones come to him and he says, "We haven't begun to fight." And so he takes courage and snatches success from the jaws of defeat.

Now, it was a poet who put Paul Revere in the saddle, set the steed a galloping and sent this man clattering up to Concord from Boston, with his cry "at every Middlesex village and farm." Nobody knows whether he could ride a horse or not. He was an engraver and he may have called the patriots up by 'phone, but Paul Revere lives for us because Longfellow wrote of him.

All the names we know in Greek history are the names that were written of by Herodotus, who was the father of history. You only know of the immortal Athens and those immortal thirteen men who lived in the time of Pericles because Herodotus wrote of them.

The years went by, as the years do, and Plutarch, who lived in the flowery times of Rome, picked out of the names of all the men of whom Herodotus wrote. Then he picked the name of a Roman and set op-

posite each of these names and wrote his parallel lives. All you know of Rome is what Plutarch told you. There is nothing in Rome that interests you anyway but the men and women who lived in Rome.

There is but one thing that is interesting to us, and that is human effort. Everything else is absolutely foreign to us. What did the man do? What did he say? Did he build these buildings? Yes. And there is only one thing that can make soil sacred, and that is the men and women who have trod it. Human interest, I repeat, is the only thing that interests us.

So you will find Plutarch's "Parallel Lives" and all you know of Cæsar and Brutus and the great men of that time is what Plutarch told you.

Along comes Shakespeare. He got hold of a copy of Plutarch's "Parallel Lives" and when he wrote his plays, giving a plot in the time of Rome or Greece, he simply made use of Plutarch. Often he was so busy he used Plutarch's exact words, not having time to formulate any of his own. Possibly Plutarch said it just as well as he could have said it anyway.

The men who live, the events that live, the things that never die, are the things that are well expressed. We are only here for a day—sent into life without our permission, sent out without our will; but literature lives on and on forever. Pass it along, on, on, on and on—the account of the event.

#### Literature is Advertising—Good Advertising, Literature

I do not differentiate between literature and advertising. I did once. People said, "If you write advertisements you will lose your dignity." I thought at one time that would be a great calamity, because at one time that was all I had, that was my chief asset. Now, I hope I have something else.

You know there are people who differentiate between educated and uneducated people, people who know the classes and people who don't know the classes, good people and bad people, "saved" people and "lost" people. I used to believe that. You did, too. There are people yet who talk about the saved and the lost just as if there ever was a man good enough to say that another man was wholly bad. Men are not good or bad; men are good *and* bad.

In the little village where I live, if I want to borrow any article I go to a man whom some people might say is lost just as quickly as I would to one whom they say is saved. He will go to heaven just as quick as the other man. He is just as kind and just as generous. This man who is going to heaven—and admits it—may be one who never pays his bills and his wife has to ask him for every thirty cents she wants to spend.

So we have ceased making differentiations, these sharp divisions. I do not differentiate now between literature and advertising. They are all one and the same thing to me.

#### Frankness in Advertising

Do you remember about twenty-five years ago of the ads that started out with an interesting anecdote and finally led you down to Hostetter's Bitters at the bottom and always gave you a jolt, you know. But that kind of advertising is getting out of vogue. It was a great thing in its day, but it had some very great objections. The thing at the last was not pleasant. You were disappointed, and sometimes you thought of it adversely instead of kindly. You were prejudiced against the thing.

So in advertising, you must not do a thing, or say a thing, or use a phrase that will prejudice the reader against you or your proposition.

You know there are people at Christmas time who send you a New York Draft "Payable to bearer, ten thousand good wishes." When you get that draft the color of it brings up hope in your mind, you know, and you are lured on by fond anticipations. And so you feel a sense of curiosity and elation in your mind. What do you say when you get this, "Payable to bearer, ten thousand kisses"? You say, "Oh, hell!" And you chuck the thing into the waste basket. That, to me, is a very foolish kind of advertising.

There has come into vogue a new kind of an advertisement, of which I have had something to do with the launching. But we build upon the past. All that has gone before has made this hour and place possible.

So, remembering the days of my youth, when reading the village weekly, I started

one of these very interesting themes and ran up against Hostetter's Bitters, I say, "I will take the best of that idea, but I will not disappoint anybody. Therefore at the top of my articles I will say, 'An advertisement written by Elbert Hubbard.'"

There is a new idea, a frank statement, that this is an advertisement. So you get on good terms with the man at the beginning through your very frankness. There is no attempt at deception, no desire to lead this man and lure him on and then chuck him over the Hostetter cliff. So I say, "An advertisement written by Elbert Hubbard."

#### The Effect of a Frank Advertisement

Then I make this advertisement just as interesting as I possibly can from start to finish. Then the man begins to read the ad, and when he lays it aside, possibly I have impressed him. I hope so.

I wrote several of these advertisements for the Equitable Life Insurance Company. Mr. Paul Morton is president of that company. He is a western man, born in Nebraska, one of the great men of the world, one of the graduates of the University of Hard Knocks, a man who has gotten an education at his work, through his work. He draws a salary of \$50,000 a year, which in itself might not prove him a great man; but the man who had the same position before drew a salary of \$100,000.

So I showed this ad that I wrote to Mr. Paul Morton. Being the head of this great institution, with all of its many interests and branches, his work is to get business. He's a salesman. There are two kinds of men in every institution: One man is on the side of expense and the other man is on the side of the income; and salesmanship is siphoning business into the house, and salesmanship is the most important thing in any business.

You will never get salesmanship standardized. You will make your patterns but you will never sell on formula. You have to have men. It is psychology, and the psychology of salesmanship is a fluid something; it is not a crystallized something, and every day you have to begin again and mix common sense, love, health, patience, good cheer into your salesmanship formula.



The big man is always the salesman, and the President of the Equitable Life Insurance Company is a salesman. The thing that interests him most is the advertisement that will interest the new man, because people are always dying and if the company does not get in new men and new business, although they have a great and splendid business, if it does not get in new business, soon it will have no business at all; its work is not only the getting of new risks, but the getting of the highest and best quality of risks possible.

Mr. Paul Morton said to me: "According to the law of averages, one hundred men should have died who held Equitable policies, but only sixty died." But don't you see that this meant money for the institution? He must get in a quantity of risks. He must be making new friends and patrons.

So I read this advertisement for Paul Morton and when I gave it to him he said, "I like that and we will try it." So they sent this advertisement out in many magazines. Some people wrote in and said, "Why do you advertise Elbert Hubbard? Why do you put his name at the top and your name at the bottom? This farmer at East Aurora—where does he come in and where does he get off?"

Mr. Paul Morton looks up every such letter and if he can locate the man and he is anybody at all, Paul Morton sends him a lettergram, which is a telegram of fifty words sent by night at the day rate for ten. He says:

"We have received your kind inquiry as to why we feature the name of Elbert Hubbard. This is receiving our careful attention. I will tell you, one reason we feature him is that you will write to us and ask us why we feature him. Our agent will call on you tomorrow at ten fifteen."

Then he telegraphs to his agent to call on this man. Do you suppose this man can turn him down? No, he has one foot in the door. Do you remember when we used to peddle books? I guess so. Not only has he got one foot in the door, but both feet. He is inside on the sofa. He has got the man at a disadvantage, and this man having opened the interview has to listen to him.

And he may get the application.

I know of one case where they sold a policy for half a million dollars on one of these foolish little advertisements.

#### An Idea for Life Insurance Advertising

An idea came to me while out horse-back riding that life insurance deals with death. It's an unpleasant idea. That's the reason men do not apply for life insurance, but they will nearly all take fire insurance. You know the building is liable to burn down. All the reasons you can put forth for fire insurance you can put forth for life insurance.

It is simply equalizing the element of chance. There is less chance in large numbers. You do not want to think of this subject of death. What do I say in my advertisement?

I say that life insurance is for the living and that the man with \$500,000 on his life is a better man, a healthier man, a saner man, a more useful man; that the very fact that he can get the money to carry \$500,000 on his life, that he has been examined by physicians and they have passed him, and that they have also looked up his moral record—I say this man is a better man to his family, he is patient, he is industrious, he is neat, he does not over-eat, he does not over-drink, and he does not smoke more than two cigars at a time.

But I say, "The probabilities are that you cannot get into this class." There I stop. I put this as a privilege. The man begins to look himself over and mark himself, you see, on this chart. It's a great thing to take a good look at yourself every morning in the glass. The argument I put for the Gillette razor is this: You get a good look at yourself in the glass every morning and when you do that you will not blame anybody.

Size yourself up and mark yourself. Mark yourself on health, good cheer, patience, truth, industry, economy, justice to those who cannot enforce a claim against you, love of nature, love of the Infinite, honesty. Mark these things down and mark yourself up when nobody is around. Get a good look at yourself.

You will have to rank way up in order to get \$500,000. Almost anybody can get a policy for \$5,000. But when you

weigh up for a policy of half a million, you want to be sure there is no danger of anybody's putting a dog button in your tea. You have to be on good terms with the woman you love, you have to be on good terms with your creditors. Best of all, you have to be on good terms with yourself—absolute sanity. That means length of days.

Are you a five hundred thousand dollar man? One man who read this ad said, "By God, I will see whether I am or not. I will go you once, Paul Morton." The profit on this one application, the profit on this one policy was enough to pay for all the ads they published.

The idea of this advertisement is to make the ad pleasant and not to force it on the man, but to show him it is a privilege to come in on this proposition and that life insurance is a magnificent thing; not solely to provide for these people who are left, the relatives, if you pass out, something that they will realize, but that you will realize. You realize on your fire insurance without having a fire, because you have a feeling of security. And so I said that a life insurance policy gives a man peace of mind such as a dress that fits in the back gives to a woman.

#### How a Series of Ads Was Written

And they said, "This is pretty good. You had better write some more."

I said, "All right, I will try it again."

I was going from New York to Buffalo on the train; and I like to write on the train, get the motion of the train. I always carry a pad with me, so I got out my pencil and started to write an ad.

As I wrote that ad, bringing in one thought, another idea came to me. I wrote that idea down very briefly on another sheet.

Never bring in two big ideas in one advertisement. The human mind is limited. So I say, use the Victor Hugo sentence. Make it easy to read. Have one thing in your advertisement, one good point.

Other good thoughts kept coming to me. As you write, others will follow.

The way to have thoughts is to get one and then all the rest come.

So I wrote down twelve points. I finished up one ad. I kept on and before I

got through I had twelve ads—caught them all; and two or three of them are pretty fair.

I sent these ads down to New York. They looked them over and said, "These two are strictly bum."

I laid these two away. I took them out after a few days and read them over and thought they were pretty good, and then what did I do? I waited two months and then sent these two ads back. Then the same fellow said, "They are all right." He didn't know that he ever saw them before. He had read them in a certain mood.

And if any fellow has said your stuff is bum, don't believe it for a minute, because he may have been eating two things that are incompatible. He may have had two incompatible events come to him in the same direction at one time. You don't know the conditions under which this man read that. Judge this stuff yourself. Use one idea and use the Victor Hugo sentence.

#### Why I Wrote the Standard Oil Company Booklet

Now, Mr. Archbold; of the Standard Oil Company, read these ads I wrote for the Equitable.

I know Mr. Archbold quite well.

He sends a message up to East Aurora, "When you are up in New York I wish you would drop in and see us at 26 Broadway."

So I went to 26 Broadway to see him. He said, "Do you know there are people in the United States who don't appreciate the Standard Oil Co. There are people who have a wrong idea about us."

I said, "A woman wrote a book about you, didn't she?"

"Yes, Ida Tarbel—and she tarred us pretty well. She wrote lots of things about us that were not true."

I said, "Possibly they were true."

He said, "Don't get gay."

I said, "She was your advertising agency. She was your plenipotentiary."

He said, "I don't know what you are getting at, but she wrote a book about us. That book is in every library in the United States, and if any youngster, sophomore or high school graduate wants to write an essay on the Standard Oil they give him

that book. Then he gets his facts out of that book and stands up there and reads that to five hundred people, a graduating essay on the Standard Oil Co. written by a woman, and an old maid." (I don't like the word, but he used it.) "A mere woman whose father's wheelbarrow was run over by a Standard Oil Co. tank wagon. She has a personal grudge against the Standard Oil and she has never forgiven us."

I said, "You should have begun advertising so as to have neutralized this vituperation. You should have told who you are and what you are and overcome the effects of Ida Tarbel's book."

He said, "We have all the business we want."

I said, "That's no reason for not advertising."

He said, "Will you write a little book about the Standard Oil?"

I said, "I will—for a consideration."

And, do you know, I had read Ida Tarbel's book and was prejudiced against the Standard Oil, although I knew Mr. Archbold—a little, simple, and as hard-working a man as I had ever met. I found that each and every one of the men who were at the head of that institution were doing the things we would like to do, and I think they have done the things superbly well.

#### How to Remove Prejudice

To remove the prejudice against them, if possible, through a new kind of advertising, the advertising of a successful institution against whom has grown up a violent prejudice, I studied the situation and found that the things they accuse them of were done in the eighties and not now.

We have a new standard of ethics, because Sheldonism has come into existence since then. Sheldonism is simply an expression of a thought that is in the hearts of a vast number of people. This man Sheldon has given the thought expression. We followers have found he is expressing the idea that is in the minds of everyone.

We didn't know anything about that in the eighties; so in the eighties it was dog eat dog. I guess so.

So when we read Ida Tarbel we learn of things that happened in 1867. She tells what a bad man John D. Rockefeller is;

and, not only that, what a bad man his father was. It takes a thousand pages to recite the crimes of his father. John D. couldn't help it. He didn't choose him.

So, what shall I write?

I said, "I will start in to remove the prejudice in the minds of the people."

If your audience is adverse to you, there is a prejudice against you. You must start in, not by flinging something at them that they will resent, but with something upon which we are all agreed.

So I say in this booklet, "The Standard Oil Company is an American institution. It deals in an American product."

Very true.

"This product is sold in every country in the world except where a country cannot beat the competition and has set up a prohibitive tariff."

You see the old flag flying to the breezes, don't you, and you feel that you are an American? You are glad that there is a good deal of the world that cannot meet Americans on an equality. You feel that we are pretty good people after all. You do not have to prove it. The Americans acknowledge that they are. I use the weak point in American character, that there is nothing outside of America.

I appeal to the prejudice of a man and I have got one under his fifth rib. He feels, "I am a part of the Standard Oil Company that deals in American products and sells its goods the round world over."

And then I go on to say, "It owns 110 steamships. It has 10,000 miles of pipe line and more. It has 25,000 tank wagons. Its agents carry the products that it makes into your house and fill your lamp for you; also sell you a lamp chimney at cost and a wick as well, because the business of this institution is human service."

The man thinks that is pretty good. He goes on reading the whole thing. He reads, "This is the greatest organization in the world with one exception."

When I first wrote that, I mentioned what this exception was, then I said, "I will cut that exception out." So I wrote, "If you do not know what that exception is you wouldn't believe it anyway."

Then the man begins to cast around in his mind, "What is that exception?" And he shows that to his wife or his boy. And

if they don't know he is going to ask some one else. So I am getting him right up close to it and he reads on. He says, "There may be some truth in it." He thinks better of the Standard Oil Company; and the next man he hears accusing the Standard Oil Company of things that are base, he says, "You don't know anything about it. I have got a book here. You take this home and read it."

So that little book supplies an argument for a vast number of people who are willing to accept the argument of other individuals.

#### **Bearing of Monism on Business**

You have got to advertise. I like the man who came out at the little end of the horn and who seized the horn and blew it forever more. So you have got to state who you are, what you are and what you are trying to do and what you hope to do for the education of the people, for the education of society.

Advertising is a part of salesmanship, and salesmanship is psychology, filling the man with a desire to have the thing that you want him to have.

Business is founded on reciprocity, mutuality, co-operation. You help me and I will help you. We will not be here so very long, and soon death, the kind old nurse, will come and rock us to sleep.

And business now is ethical monism. That is a very foolish expression to use in an advertisement but I use it here because you know what I mean. Monism means oneness.

There is only one thing in the world, and that is Divine energy. And this thing takes a million varied forms. Man is the highest manifestation of this Divine energy.

Monism is a belief in oneness. When you have reached this belief and you have the imagination to put yourself in place of the other man, you feel that to cheat another man is to cheat yourself and to injure another is to injure yourself.

You think of the words of Walt Whitman when he saw the wounded soldier being brought in from the battle field, "I am that man."

You think of the words of John Wesley when he saw a man taken to Tyburn to be hanged. He turned to his friends and

said, "But for the grace of God there goes John Wesley."

When you live monism you do not blame people. You have an imagination that puts yourself in the place of the other individual. You will not try to be exempt from the toil and labor and struggles in life but you will meet them.

#### **A Real Hero at Fourteen**

I remember, when I was eighteen years of age, being on the plains of Kansas, headed for the West. The prairie schooners were going westward in long lines, with animals, horses and cattle.

On the western borders of Kansas, one hot August afternoon, about the setting of the sun, a prairie schooner drawn by four horses. Down through a buffalo wallow the trail lies; no bridges there. This wallow was worn out by the floods in the spring, and when it became dry and dusty the winds dug it out still deeper. To cross it with a wagon they had to go straight down one side and up the other.

The driver headed his horses for the other side; something caused them to swerve; the wagon toppled; the man leaped from his seat; the hub caught him squarely in the breast.

The horses were stopped.

Several of us leaped from our horses and got him from under the load but the man was dead. His wife and six children were caught in the top of the wagon but were uninjured.

We laid the dead body of the man out on the grass. We did not know what to do.

Somebody said, "We will pitch camp here."

And so we pitched camp there and the sun went down and the stars came out in the sky, and they built a camp fire there. I remember laying my head flat on my saddle.

At the camp fire, twenty, thirty or forty feet away, sat the mother with her oldest boy. The other children were sleeping peacefully, but this oldest boy, a lad of about fourteen, sat there with his mother. At midnight I was awakened by their talk and heard the boy say, "Mother you are wrong."

She said, "We must go back. We cannot go along without Ben."

And I heard the boy say, "Mother we will go on. We know where father was going, what he wanted to do and hoped to do, and we will go on."

And then I fell asleep, and in the morning the sun came up out of the horizon and I was awakened. After breakfast I saw this boy of fourteen get a pick and a shovel out of the wagon and saw him go out on the prairie and dig a grave. Then others went and helped him dig the grave, and we wrapped the dead body with blankets, lashed it around with the lines taken from the wagon, and rolled the body into the grave. We then filled up the grave.

Then I saw the boy take the spade and pat down the grave. I saw him take a slab out of the wagon and mark the initials of his father, the day of his birth and death.

Then I saw him with a jack-knife cut out these letters, saw him take that slab, place it at the head of the grave. Then I saw him hitch up those four horses, saw him help his little brothers and sisters up into the wagon, saw him climb up to the seat in front, saw him with his strong bony hands gather up the lines. Then he got them all in one hand, swung the whip into the air, gave the word of command and swung the horses to the West and to the West they went.

And at night when we again pitched camp, I looked at that boy. He had become a man between the rising of the sun and its setting. He had assumed a man's responsibility. He had made a decision. He had decided what he would do and he did it. He did not run away from difficulty, hardship or privation. Perhaps

he did not know what he was doing; sure he did not, but what a hero that boy was!

That is just what we should do when we meet difficulties. We should work our way through difficulties, trials and obstacles. And work is not work.

We find life good.

We are glad that we are here.

We are monists.

We believe in the Divine Intelligence that holds us in the hollow of His hands. God is with us now.

We are unafraid.

We will live our lives.

We will do our work, and when we pass from this plane to another we know that the Power that cares for us here will not desert us in the end.

*After the address, there was applause prolonged for many minutes, until Mr. Hubbard rose and said:*

I want to say that it has been a great pleasure and great satisfaction to Mrs. Hubbard and myself to be with you, to have the privilege of speaking to you and of looking into your bright, healthy, brown faces; to meet strong and able, hopeful men and women, self-supporting men and women, men and women who will make the world better.

I congratulate you that you are here in this beautiful place, that you have the help and encouragement of our dear friend, Mr. Sheldon, who has taught me and so many other people so many things.

It is good to be here, and I am glad I am here. I will remember you long. God bless you all.

**The work habit is a sieve that separates the dreamer from the doer.**

**—HARRY LAHR**

# “Keep Your Eye on the Job Ahead”— Good Business Policy : *by* E. N. Ferden

ONE of the largest Bell Telephone companies in the country recently sent around a notice to all its employes that the company wanted every person in its employ to keep his eye on the job ahead.

The job ahead!

The company did not expect that any employe would neglect his own duties to study those of the man ahead, but it did expect those who desired promotion to get a general idea of the higher man's duties, so that when promotion was necessary there would be people at least partly prepared to move up. And parenthetically the company remarked that it didn't want anybody on its pay-roll who didn't desire to move up.

That company has gumption. What a contrast to the methods of a great many corporations whose watchword is: "Secrecy. Let no man know any more than is needed to enable him to do his work!"

The very thought of allowing employes to study the man ahead is enough to send cold shivers down the spines of hundreds of "astute" business men.

To them such a policy is nothing less than business suicide. It is granted that there are some businesses whose practices are so devious that secrecy is essential. But this is not true of most business.

## The Responsibilities of Employers

Executives are always complaining of the lack of interest shown by employes. "They are machines," declare the employers. They are, and these same employers have made them so.

The man who works like a machine, without interest in his work, never does as much work or as good work as the fellow who is able to put a little life into his duties.

How different the course of other corporations! The writer has in mind one of the biggest combines in the West. It operates factories in half a dozen states and turns out a good product.

In the main office of the company there is a young fellow about twenty-eight or nine who is getting \$140 a month now. Two years ago he got \$12 a week. He had worked in one of the plant offices in a little country town as a minor clerk at \$8 or \$10 a week. He sought and got a minor job in the main office at a dollar or two advance. He wanted to get into the big city.

As he worked along from day to day a thought took root. It was that by paying attention to routing shipments and other details of shipping the company might save thousands every year.

He considered it from every angle until he was sure that he was right. But without access to other departments he could not tell just the figures. Timidly he approached the head man and explained that he had a plan that would save the company thousands of dollars, but before telling it he wanted to be able to say exactly. In order to do this he would like such and such data.

Now, in hundreds of concerns—the secretive kind—the young man would have been met with curt refusal and the admonition that he tend to his own work if he wanted to keep his job.

But this one is a red-blooded trust. The man got the figures, worked out the details of his plan, and when he submitted them there were no holes in his scheme.

"You're too good for the job you've got," they told him, and gave him one twice as good.

## A "Trust" that Capitalized Brain Power

The same trust now has on the road as overseer of the erection and installing of new plants and the dismantling of abandoned ones a man who a few years ago was an ordinary—some said indifferent—machinist at one of the plants. But while other men were taking things easy this man spent nights and Sundays in the shop working out ideas for improvements. One was a new process for blueing steel. He told the company that he had a good thing

and he'd like to give them first chance at it, though he had other offers.

The trust said: "We'll buy the process, give you this job for life and a royalty. We need men like you in the business."

It's just the difference between playing the game with good sense and the other way. One company has earnest, interested workers who are looking and striving for promotion.

The other accumulates a lot of listless, careless employees who say: "What's the use

of working any harder than is necessary to keep my job." And if you've ever employed many people you know how fine employees can draw the line between working and being fired.

Secrecy in the employer breeds secrecy in the employee. The worker may not know much of what's going on in the business, but at the same time the boss is ignorant of lots of things he ought to know.

It is a poor rule that won't work both ways.

## Metal From the Crucible of Experience

By LOUIS SCHNEIDER

### Work Together

THE mere fact that there is "push" in the working force of a firm isn't enough to insure success. One may push and push and still be a clog. The great thing is to push together—team work, if you please.

When I worked on the farm I used to get a deal of amusement and instruction out of watching the antics of partners in various firms of the genus *Scarabee*, commonly known to the vulgar herd, of which I'm proud to be a member, as "tumble-bugs."

That there is "push" about the partners no one who knows anything at all about their habits will deny. They simply stand on their heads and push with every available pedal extremity. And so long as they work together they make headway. But if, as is often the case, when nearing the top of a long, hard slope, they get it into their individual heads that each alone knows better than the two together, and so walk out on opposite sides to register their respective kicks against the methods that have brought them in sight of the top, then their little world is bound to go "spinning down the ringing grooves of change," and it won't be a change for the better, either. They are both certain to lose.

Consider then the lesson to be learned from the humble tumble-bug.

If you are partners, for heaven's sake, be partners! But if you must fight, why, place your bets on the participants in the next heavy-weight slugging match, and let them

fight it out for you. And then, when it's settled, clasp hands and work together, as partners should.

And don't think that just because you are a clerk, and working for day's wages, that this doesn't apply to you. The fact is, it applies to you more than to anyone else.

The men who have their money invested in the business can fight it out among themselves, and the fellow who gets whipped, if he doesn't want to "get in line," as Fra Elbertus says, can "get out" and start a business on his own hook. If they can really afford to fight, very likely it won't hurt either of them very much.

But you've got your whole future invested in the business. You've still got your pile to make. And believe me, you'll never make it unless you, your fellow-clerks, and the firm get the habit of working together.

### The Missing Word

I once knew a salesman, the owner of his own business, of whom I had heard it said, "He can come nearer selling nothing than any man you ever saw."

Well, one day, out of pure curiosity, I watched his tactics. He had a good presence, and he knew his goods fairly well, but if any clerk in his employ had made concessions to the purchaser in the way of added incidental equipment, and had cut prices the way he himself did, it's ten to one that he would have fired that clerk instantan.

I went back to the fellow who had told me about the man's wonderful salesmanship.

"Say! About V——," said I, "You left out a word when you told me about him."

"How's that?" queried he.

"Well," said I, "you should have said, 'He can come nearer selling *for* nothing than any man you ever saw.'"

How about it? Are you guilty?

#### Sales Shots

Prove quality and service and your price will take care of itself.

Pull together. One balker will spoil even a "twenty-mule-team."

Refuse, absolutely, to recognize the word "impossible."

Remember—a squeezed dollar never expands.

Blow your horn! It's only the dead ones that don't care whether anyone takes any notice of 'em.

Forget the term, "Head-work." If you don't it's you for the scrap-pile. If you will only put your heart into your work you will keep sweet and sane, and the head-work will take excellently good care of itself.

Regarding that matter of getting just about what you pay for—I am reminded that the other day a sister sent to a mail-order house for a 4-cent song because she happened to have that much to her credit on the company's books. When it came many of the words and notes were cancelled, correction being made with pen and ink. On the margin were written the words, "Excuse printed errors." On being chaffed about it, she replied, "Well, what could you expect of a 4-cent song?"

Do you get anything out of that?

Scientific salesmanship doesn't consist in selling a man something he wants (any automatic machine can do that), nor yet in selling him something he doesn't want (which would be foolishness), but in selling him something he didn't know he wanted until the salesman, by his convincing sales talk, caused that article to pick up merits, like unto a full-fleeced sheep picking up burs in a dock patch, and the prospect simply had to have it. That's selling.

Again—Scientific salesmanship is the cold-blooded science of persuading the customer into exchanging his cash for your goods, and persuading him in such a warm-hearted, benefit-aforethought manner that both you and he will ever after be heartily and sincerely glad you met.

### Misleading Copy

By E. C. Patterson, Advertising Manager  
of Collier's Weekly

**I**N THE various bulletins which I have published during the past twelve months there have been several that have touched on exaggerated and misleading statements as one of the abuses of advertising.

For my own part I believe that a certain allowance should always be made for an advertiser's natural enthusiasm and belief in his own goods. Probably most readers make due allowance for this. But there is a point beyond which enthusiasm must not go.

I recall an instance of this that occurred in connection with Collier's something over a year ago. Three different manufacturers, making the same kind of article, each ordered a full page advertisement in the same issue. When the three pieces of copy came in, our young man who has that in charge discovered that each of the three claimed its product to be superior to any other in the market, and attacked all others as "imitations." It was a plain case of the pot calling the kettle black.

We simply had to tell those three advertisers that we should have to so edit the copy that these exaggerated statements would be eliminated. Collier's could not put before its readers three statements of which two must necessarily be untrue.

Two of the manufacturers agreed to this and the copy was changed. The third notified us, just as we were closing our forms, that if we did not run the copy as submitted the page would be canceled. This was embarrassing, more on account of the make-up of the issue than the loss of the \$1,600, but we could do nothing but stand firm.

*A fundamental policy and principle is worth more than a page of advertising. This is what we told the advertiser and he did not cancel his order—the copy was changed and the page was run.*



## The Song the Steel Rail Sings to the Wheel

By A. ST. P. REYNOLDS

Click-click, click-click, is the song of the wheel,  
Hurrying over the ribbons of steel,  
Telling the fireman, scanning the dial,  
The limited's eating up mile after mile,  
Promising rest when the journey's run  
And the panting mogul's stunt is done.

Click-click, click-click, the magnate starts,  
For his fevered ear pressed the cooling pane  
And the metal click of the steel on rail  
Rouses his jaded senses again;  
Awake again to the numbing fact,  
The market's tumbling, he's hurrying back.

'Tis the click of the wheel on the good long rail  
That lures the drummer after the sale,  
After the sale, then on again,  
He's our errant knight and his steed's the train.  
To the lulling clicks his musings yield,  
And he dreams of the tilt on a hard won field.

Back in the smoker, his soul on the rack,  
As the clicking wheels hurry over the track,  
Sits the fleeing teller, haggard and white.  
Staring wide-eyed through the murky night,  
On his ears fall the clicks that seem a sign  
Of other clicks flashed over the line,  
Clicks that race him, clicks that harry,  
That tell of the sleuth-hounds a-hunting the quarry.

Up in the diner, the bride and groom  
(Groom rhymes bully with honey-moon)  
Running from Pa (just like Pa'd care!)  
Joy riding reckless at Hymen's snare.  
They ken no click that follows the wheel,  
O'er the slender ribbon of shining steel.

But the click-click-click sings busily on  
Till the panting mogul's stunt is done  
And it calls to duty, it warns of woe  
It sings of joys and business, too.  
Next time, lend ear to the click of the wheel,  
On the good long rail of Bessemer steel.

# Fleishman, "The Want Ad Man," and His "Little Talks" : *by* Arthur W. Newcomb

NOW it isn't every lad under thirty that has attained prominence—through successful work—in three distinct fields. But Jerome P. Fleishman, "The Want Ad Man" of the "Baltimore Sun" has done just that—and more—so this is to tell you something about him.

So that there shall be no misunderstanding about this, I will explain, right here at the beginning, why I am writing about this innocent youth.

In the first place, his modesty has stood in the way of his garnering most of the bouquets that ought to be tossed at his feet. In the second place, if some other young men—of all ages—do not learn something about how to succeed from this story, I shall have written mighty poor stuff about a mighty good subject.

In the third place, I want to show you some of the gingery "Little Talks" about classified advertising that Fleishman has been running in the "Sun." Not a mother's son—or daughter—of you but can learn something of value from these same talks.

## Fleishman the Poet

Now that's understood, and we are all settled, nice and comfortable, let me tell you about a number of bits of rhymed verse that began to appear in the Baltimore papers some few years ago. They were bright, cheery, optimistic, full of rhythm and music, so they caught on. Other papers all over the country began to take notice of them and reprint them.

Then it was that the friends of the young secretary to the president of a big cotton duck industry in Baltimore began to have fears for him. They thought they could look a few years into the future and see him with long hair, a Roycroft tie, big, yearning eyes, and a pale, wan smile. Because, really, all jesting aside, the poetry was good.

That was Fleishman. And the verse was the first of the three distinctions he won. Also, it led him to the two that followed. Its excellence attracted the attention of one of the editors of the

"Baltimore News," who saw promise in the young poet and cultivated his friendship. This led to Fleishman's appointment as private secretary to Mr. Charles H. Grasty, then the proprietor of the "News"—himself a newspaper man of rare quality.

Right then and there Jerry reformed, and since then he has written no more poetry. But some day he may break out again. Here's hoping!

But the man had to have an avocation. He is one of those rare mortals—even in this age of go—that have energy plus. He earned his living by his secretaryship—he got his fun by studying the newspaper game from every angle.

In the course of his rambles about the "News" office, Fleishman discovered the composing room. Here was fascination. Types, borders, ornaments, inks, and white paper! Did I say that Jerry quit writing poems? Forget it. He only changed the



JEROME P. FLEISHMAN

medium of expression a little, and began to compose poems in line, color, arrangement, and symmetry.

Oh no, he didn't do this the first day his cherubic countenance lighted up the composing room from proof desk to hell box.

Before he got so he could see an advertisement in all its beauty with his mind's eye before the scratch of a pencil or the click of a type, he nearly drove the foreman, the comps, and the devil to homicide.

But he found out what he wanted to know.

After that, when he wrote his hieroglyphics on the margin of a piece of advertising copy, he knew just how that ad was going to look when the paper came off the press—if instructions were followed.

Well, as Elbert Hubbard says, "Heaven is all in getting there. When you sit down to enjoy it, it becomes hell."

It was a lot of fun to acquire this knowledge, knack, and skill. But when he had it, Jerry wasn't satisfied. He began to reach out for more.

### Fleishman the Advertising Expert

So it was that he took up the study of the classified or want advertisements. Little things, these, but more potent than the average man dreams. Jerry Fleishman found them a most illuminating subject of study. And then he did his duty to the rest of us by illuminating the subject for us in a series of some fifty-odd preachments—or rather teachments—on the subject, in the "Baltimore News." In these he took up, one after another, the various classifications and showed how ads under them might be written so as to get results. While the copy for these articles was rather formal instead of the gingery style that Fleishman developed later, the display and lay-out was so strong and got so much attention that this

kind of advertising in the "News" soon began to creep up. Then it came up in long strides, until even the Fleishman modesty had to admit that the growth was more than natural and normal.

### Fleishman the Reporter

Once more, however, Fleishman's cosmic urge began to get behind and push. He had definitely arrived in his want ad talks for the "News,"

## LITTLE TALKS

No. 24.

*"GOOD advertising isn't noise. It is desire-creating salesmanship. Do you want to know whether you have written a good ad? Then ask yourself this question: 'Have I and anything that will make the other fellows WANT what I have advertised?'"*

◀ The President of the Advertising Club of Baltimore delivered himself of the above tit of wisdom in the course of one of the many little talks on the subject of advertising that he and I have had at various times.

◀ This man, who is the executive head of an aggregation of the city's brainiest producers of advertising "copy," is as full of horse-sense as he is of genius. He is extremely practical—a personification of the sort of practicality that will tear the most effusive and elaborate piece of advertising to pieces with the query, "Will it sell the goods?"

◀ And that, after all, is the supreme test. Advertising is written by or for the man with something that he wants to dispose of to somebody else. The best advertising, regardless of copy critics and art connoisseurs, is that which does what it is intended to do—sells the goods.

◀ I have seen CLASSIFIED, or WANT AD, advertising that contained not a trace of salesmanship. So have you. It is possible to put salesmanship into even a four-line ad. The man who does know how to write a good WANT AD is the man who gets quick and sure results from CLASSIFIED advertising. If you don't know how to make your WANT AD attractive enough to make the other fellows want what you have for sale, get one of the clerks at the business counter of The Sun to help you make it so. He'll do it gladly, and without charge.

◀ Do your part—put some life and enthusiasm and "desire-creating salesmanship" into your WANT AD—and you will discover for yourself the truth of this. SUN WANT ADS GET YOU WHAT YOU WANT.

*Le Want-Ad Man*

## LITTLE TALKS

BY THE WANT-AD MAN

No. 11

THAT street parade that you and I and many thousand other grown up kids "saw this morning" is good advertising. Circus and Wild West shows realize the value of a half-mile or so of variegated Suggestion marching through the principal streets of the town they visit. There are hundreds of folks in Baltimore right now who were lukewarm about going to 101 Ranch until they saw that procession of Indians, cowpunchers, larrikin kings and queens and huckling broncos. And now their Wild West appetites have been whetted, and you couldn't keep them away from the performance with a promise of a private exhibition of the comet's glories.

◀ But your business, Mr. Merchant, can't be advertised like a Circus or a Western Ranch. If you were to put your goods on horseback and parade through the streets, you would probably get the kind of advertising that would introduce you to an officer of the Traffic Squad, and later to a Police Magistrate.

◀ There are thousands of buyers in Baltimore who are lukewarm about you and your business. It is up to you, if you would grow, to interest these people in the goods you wish to sell. You can do that through the classified columns of The Sun. An advertisement in those columns goes straight into the homes of the great purchasing public of Baltimore. The Sun is read more thoroughly than any other Baltimore newspaper, and read by the very people you want to reach.

◀ Mrs. Jones and Mrs. Brown and Mrs. Smith and the little Joneses and Brownies and Smithies stood down there outside my office window last deep this morning to watch that Wild West parade. Their interest in the Wild West business is transient. In a day or two they will have forgotten the cowboys and cowgirls and rough riders. Their interest in your business—if you buy or sell any of the thousand and one commodities of human necessity is lasting—it is permanent, real. YOU CAN KEEP THAT INTEREST KEEN BY TELLING YOUR BUSINESS STORY IN THE CLASSIFIED COLUMNS OF THE SUN. AT A COMPARATIVELY SMALL EXPENSE. AND YOU MAY BE SURE OF THE SORT OF RESPECTFUL ATTENTION THAT BRINGS RESULTS TO THE ADVERTISER WHO SAYS SOMETHING WORTH WHILE.

*Le Want-Ad Man*

but he could not stand still and plume himself on the results. Meanwhile, Mr. Grasty had sold out the "News," going to St. Paul, where he made a real newspaper of the "Pioneer Press." So Jerry took up a new position in the game of letters. This time he leaped the boundaries and landed in the news field. He was looking for the

kind of active newspaper experience that puts a permanent crimp in the souls of

all those whose tender psychic vitals are not supported and protected by a backbone of solid masonry. He was given a regular police district, a reporter's star, a pad of paper and a pencil, and the usual city editor's gentle admonition that he was sent out to bring back the information, not excuses.

This was on the "Baltimore Star."

Well, Fleishman never brought back an excuse, which is some distinction for a cub reporter. Besides that, his experience in writing for THE BUSINESS PHILOSOPHER and other magazines had developed a vein of Attic salt that soon took him out of the ranks. He was made a "special" and given the unusual assignments—everything from fires to scandals. He spent a year on the "Star," and says that it was the bulliest time of his life. I am inclined to think that the press has lost a star news writer because salaries of reporters are so low. Mighty poor economy, that, too, should the inquiry be made of you.

## Fleishman the Private Secretary

Along in February, 1910, Mr. Grasty, having sold out his St. Paul enterprises, returned to Baltimore and bought the "Sun." Two months later, he started the afternoon "Sun." Most of his former employes on the "News" flocked back to him. That is the kind of employer he is. Jerry was in the flock. Once more he was private secretary to Mr. Grasty.

Among the hundreds of cranks who are forever trying to get at the head of the "Sun" and tell him how to run it, Fleishman has earned the name of "Mr. Grasty's Watchdog." And Fleishman doesn't care. That title sounds good to him.

All kinds of people, from the rummy who knew Mr. Grasty twenty or thirty years ago and wants to make a touch on the strength of that, to the excited individual who has an imaginary grievance against the paper, help the secretary to keep from getting

# LITTLE TALKS BY THE WANT-AD MAN

No. 12

**W**REITING a good story in a harder-than-easy-to-read, snappy yet well-told style. In three or four or five lines, the case says the you're got to tell your business story, tell it so interestingly and convincingly that it will make an impression on the other fellow and create in him a desire to do what you, the advertiser, want him to do.

Only a few days ago I met a man who appreciates the pulling power of the right kind of a water jet and the usefulness of the other kind. This man is in the paving business, and he needs good water-jets—ones that go from pipe to pipe and will spin around freely. "Will you write an ad for me if I come down to see you?" said he. "Sure," said I, "if you'll read that ad in *The Sun*." And then, in a spirit of looking for information rather than belief in what I was saying, I said: "But why should you want to take up my time to write a little wisp of?" You can do it yourself! He answered me: "I can do it, but I don't. I've tried it. The kind of work I want to do over the street-sweeping kind of advertising that I write. I'm willing to pay the man who can so word my wisp advertising that it will attract the salesman I want to attract."

☛ That man saw the light. He knows that advertising, even worst in advertising, is something more than a throwing together of words. He has experimented with what a noted writer calls "deadly dull," "lousy literature," and found that it lacks the *poignance* in *persuade*.

Now, I do not mean to say that every maker of The Sun with a wiser should employ an advertising man to put that wiser on paper. That is not necessary. Sun wiser are bringing results now — there are hundreds of people in Baltimore who know that from actual test. But what I am aiming at is the elimination of the average advertiser up to the fact that he can put greater *pulling power* into his copy by getting away from the beaten track and just being human.

"I've read that that horse I mean track  
 sell will find the owner. You can find a good  
 one. You can find just the right apart-  
 ment. You can secure a position—no  
 less—a nice place to board—you can sell  
 that horse and carriage—you can get into  
 touch with the men who want to sell his  
 automobile— . . . Well, you can find the  
 desire of almost anything that human beings  
 are likely to be interested in through a way  
 in the five great columns of the Sun. You  
 can do that best by putting thought and  
 honest interest into a few advertising  
 lines. The more thought you read than any pa-  
 per in Baltimore. Your ad in its five  
 great columns is worth of attention. It is up  
 to you, Mr. Advertiser, to turn that attention  
 into something more—SOMETHING THAT  
 WILL CAUSE WHAT YOU HAVE AD-  
 VERTISED TO BEAR FRUIT

*The Went-Hall Men*

## LITTLE TALKS

No. 14

**T**IMELINESS counts in advertising, perhaps more than it is given credit for.

▲ A week ago today, when nine-tenths of New York's population of several millions were thinking, talking, eating, sleeping, breathing *Wiley's Comet*, a Bond State company came out in an afternoon p.m.; 7 with three volumes right under dark advertisement, at the top of which there was a remarkably striking black-and-white drawing of a comet, shuddering along over a silhouetted skyline of the city. I venture the guess that not one man or woman who glanced through that newspaper escaped being attracted by that advertisement.

Review the drawing was the line, in neat black-face type

ONCE IN A LIFETIME

But what everybody does not realize is that at present through a man in a lifetime opportunity to make a very profitable real estate investment.

And then, of course, the rest of the ad. told in a brief and interesting way, about the particular lead or sale by that particular company.

☛ If I had a birth date range for sale I would not insert a WANT Ad in The Sun telling about it in the middle of July. With the thermometer flirting around the 100-degree mark people aren't apt to be enthusiastic about stress. Of course, the big national advertiser who spends thousands of dollars in newspapers, magazines, street cars, billboards and so on, knows an epidemic. The cumulative effect of advertising is what he is after. The immediate effect of advertising is what the WANT Ad advertiser is after.

❶ **Make your Want Ad timely.** Make it human. Put some heart interest into the copy you hand over the newspaper counter. Don't expect a two-line notice on the paper on the number 11 advertising an electric fan for sale to swamp you with eager purchasers. It won't. But if your advertising is tuned to the key of popular need and demand and if that advertising is inserted in the classified columns of *The Sun*, no power on earth can keep people from being interested and keeping you from profiting.

The Hunt-Ad-Man

sleepy during the day. Only those who have real business with Mr. Grasty get past his watchdog.

But that isn't all Fleishman does.

#### Fleishman, "The Want Ad Man"

He it is that has created the mysterious personality of the "Sun's" "The Want Ad Man." His "Little Talks" began running, double column measure some months ago. And they show how the stenographer has grown. Their lay-out and display are even stronger than those that built up the classified advertising of the "News," three or four years ago.

But the copy! That is what makes these "Little Talks" distinctive in advertising literature. I reproduce four of them here, so that you can see how he has arranged his display and written his copy. They are worthy the study of any advertiser.

"People want to feel," Jerry told me, "when they read an advertisement, that there is somebody tangible, something real, behind the ad—somebody who can be held responsible. That is the reason for my writing these "Little Talks" in the first person. Into each ad, wherever possible, I weave a news interest, draw an advertising moral from some local or national happening or situation.

"I might say, 'A Sun Want Ad Will Get You What You Want,' and say it in big type. People would read it once or twice, if it happened to be published every day or so, and then pay no further attention to it. What I am striving for is sustained interest. I am trying to make each ad newsy, entertaining, informative. The cumulative effect will be to make the people think of "Sun" want ads when they have that kind of use for printer's ink."

Speaking of the classified ad, Fleishman told me, over the coffee:

#### Some Effective Points in Classified Advertising

"Perhaps in no department of advertising is there so much need of 'getting yourself into the copy' as in the classified. The average man who wants to employ a cook or buy a gas engine or sell a horse writes a perfunctory little two-line notice, runs it once or twice in a newspaper, and

then wonders why the Government doesn't have to build an addition to the postoffice in order to handle the answers to his ad.

"Being a good advertiser is simply being human. If I owned an automobile and wanted to sell that automobile so that, perhaps, I could buy a bigger and better one, it would be a practical waste of money for me to write an ad something like this: 'For Sale—A second-hand automobile; Winton car; seats four. Address The Want Ad Man, Sun Building.' Such an ad would indeed be 'deadly dull.' It does not awaken interest. There is nothing in it to catch and hold the attention of the man who might be looking for that car and lead him to get into touch with me for further details.

"How would I do it? Well, in the first place, I don't own an automobile and am not familiar with the 'talking points' of a car. But, offhand, how would this do? . . . 'I want to sell my Winton car simply because I have purchased a larger one. It is a 1910 model, four-cylinder, 18 horsepower; seats four passengers comfortably; dark green finish; lamps, windshield, hood, etc. In first-class condition. Phone me, or address The Want Ad Man, Sun Building.'

"Yes, that ad would cost a few cents more to insert than the other one, but its chances of getting results are a hundred per cent greater. Crude as it is—for no man can write enthusiastically and compellingly unless he has something to write about—there is yet something human in its frank statement of facts. If I were looking for a second-hand automobile and saw an ad like that, I would instinctively feel that the advertiser was honest and that by getting in touch with him I might find exactly what I was seeking.

"Advertising pays best the advertiser who puts some brains and thought into his copy. The wooden Indian has passed into oblivion as a cigar-store advertisement. The up-to-date cigar dealer shows something more interesting—he depends upon his windows to display attractively the goods he has for sale. Don't make your want ad wooden. *Say something. You'll get results.*"

Get the service value of these "Little Talks." What "The Want Ad Man" is

really doing is to give up a quarter page of the "Sun's" valuable advertising space every two or three days, for the purpose of giving his readers a terse and practical course in the science of effective ad writing.

Philanthropic?

Perhaps—Mr. Grasty is in a class by himself in the newspaper world. But, anyhow, the service to the "Sun" readers increases the "Sun" profits.

The greatest discovery in all the annals of business is the discovery of the principle that "he profits most who serves best."

And Fleishman—how has he, not yet thirty, made himself famous as a poet, an advertising expert, and a private secretary?

Just by hard, cheerful, thorough work. He is an absolute crank on thoroughness. The thing that goes through his hands has

to be right or it doesn't go on. He told me that he could read his stenographic notes written six years ago as if they were print. His letters and manuscripts are visions of neatness and I might almost say beauty—as refreshing as a drink of cold water after a long day on the desert of sloppy, ill-spelled, poorly arranged, badly spaced, and much-erased typewriting. In Jerry's lexicon there is no such phrase as "Oh, that's good enough."

Personally, Jerry is a big heart-warmer. He has had to fight some big battles against adversity, but he has never lost his smile. He says that there is a silver lining to every cloud—even his—and he is on a hunt for silver.

And a man like that will find it—literally and figuratively.

## Thoughts for Workers

By JAMES W. FISK

**Y**OU give a good deal of thought to pleasure to be had after the store or shop closes, but have you ever focused your mind on the hours you spend in your vocation and the possibilities of these hours.

Up in Wisconsin, certain employes in a factory found that by having a fellow workman "punch" their time on the registering clock, they could enjoy a longer midday rest without detection. They worked this scheme turn about very successfully 'till one day the foreman noticed an employe marching past the clock without registering. An investigation followed with the result that a timekeeper was employed to check the arrival of the men.

A merchant in Iowa found that his clerks were growing inattentive and not being able to be constantly in charge of them was obliged to employ a floor manager to see that patrons were well served.

Carelessness on the part of workmen in a factory in one of the New England states was the cause of so many defective parts in the product of the factory that the employment of several inspectors became necessary.

Now, all these costs of supervision eventually come out of the employe's salary. In each of the three cases mentioned, the management was on the eve of raising wages but the additional cost entailed by disloyalty made such an advance impossible.

Possibly the same condition obtains to-day right at your counter or your bench. Possibly you are slated for promotion. In such a case you cannot afford to let any happening of this nature lose you advancement. You can do much to obviate such an event if you will only get the right viewpoint.

Look upon your work as a means of furthering your interests. You are engaged by your employer, but in reality you are working for yourself, and your advancement depends entirely on what you do and how you do it.

Subject yourself to a careful analysis. Ask yourself, "What am I doing that may hinder my advancement? What might I do that would secure promotion?"

In proportion as you make this analysis reveal the exact facts and, having determined your shortcomings, apply the remedy, so will you ascend the ladder of success.

# Taking on the Extras of Knowledge and Power to Do Things : *by* W. H. Tennyson

**Y**OU will remember this paragraph from Mr. Sheldon's talk "On the Front Porch" in the July number of **THE BUSINESS PHILOSOPHER**:

"The fact is, there is so much ignorance and laziness still clogging the wheels of progress in the business world that a young man who is willing to take the trouble to develop his qualities of industry, initiative, judgment, memory and imagination, has more opportunities pressed upon him than he can begin to grasp."

This paragraph, and the paragraphs that immediately followed (where, you recall, it was shown that every young man has the same opportunity today that Hugh Chalmers, Melville Mix and others had—the opportunity to work hard and to improve himself) appealed to me with particular force perhaps because I am myself a young man.

Still, the more I think about it, the more I feel that this is all true. Look about you—observe!

Wasn't George H. Lorimer about right when he said that "the great trouble with most young fellows is that they think they have learned all they need to know?" "But," he added, "there's no real limit to the amount of extras a fellow with the right sort of stuff in him will take on without losing his grip." There we have it.

The young man—or, in fact, any man—who profits by his own experiences and the experiences of others, the man who observes and serves, and who aims at all times to improve himself will never need a secret success formula.

The employer of men today demands that a fellow must believe in himself, must believe in the work he does, must be enthusiastic and painstaking in doing it, and must be willing and anxious to learn and to grow. He must be enthusiastic and industrious in his work; he must have initiative; he must have stability of purpose and continuity of effort; he must believe in his ability to accomplish that which he aims

to do; and, lastly, he must aim to learn all that he can.

Suppose you look at yourself in the mirror of your achievements; suppose that I look at myself in the mirror of my achievements; what do we see?

This is an age of progress. What our fathers did isn't enough for us today, and we must do more and more in order to attain what the world calls success. The so-called "average" man hasn't the chance in the commercial or professional world today that he once had; for in the march of progress business men realize that the "average man" of today is the failure of tomorrow.

The man who attains success today aims high, has confidence in his ability to do what he starts out to do, and enthusiastically perseveres until he attains his goal, taking time by the way to improve himself at every opportunity. Having attained one goal, he makes that mark a mile-stone and looks higher. To reach the heights, however, he must pass through difficulties, and he must learn something new at every step.

One can't be too well educated in this Twentieth Century.

In the business world today, the first question asked is, "What do you know?" The first injunction is, "Show us what you can do!"

It is more true today than ever that "knowledge is power." The man who knows is he who makes good. Again, I say, one can't be too well educated.

In this age of evolution, for all progress is evolution, it is the fittest that survive. Your business and my business is to see that we are of the fittest; and, in order to be fit, you and I must never let the time come when we feel that we have learned all that we need to know, for "there's no real limit to the amount of extras a fellow with the right sort of stuff in him will take on without losing his grip."

# Advertising, Salesmanship, and Public Speaking : *by* Arthur Bernard Freeman

*An Address Delivered Before the Sheldon Business Normal Class of 1910*

**I**N THEIR basic principles and their fundamental laws few divisions of human endeavor are so closely allied as advertising, salesmanship and public speaking. All have as their ultimate end the directing of thought, all seek to change or improve the mental attitude of men toward an idea, a piece of merchandise or a cause, all are subject to the same laws.

It is only in their application that they differ. Advertising might consistently be called a force addressed to the millions through the medium of the printed word; public speaking an address to the thousands through the medium of the platform, and salesmanship a proposition between one or more individuals.

Thus we arrive at a very reasonable classification for these three forces, which leaves us with a splendid basis from which to draw conclusions, make comparisons and gauge actions.

In other words, if you want to reach the millions of men, if yours is a proposition that will thrive best when addressed to the volume of people, advertise, and by advertise we mean everything that goes to make the printing and broadcast circulation of arguments, proofs and reasons in favor of the proposition you wish to advance. If yours is something best adapted to the exclusive thousands, where such thousands can be induced to congregate, employ public speaking. And if it is an individual proposition, then it is the ideal situation for salesmanship.

## **Proportion Between Numbers Reached and Forcefulness**

It is noteworthy that there is a very fine point of equalization between these three divisions. As one of them increases in the numbers reached, it decreases in forcefulness. Thus, while salesmanship reaches only the few, it invariably makes the strongest impression, for salesmanship brings into play all those forces, natural and acquired, that make influence—per-

sonal magnetism, the privilege of meeting objections as they arise, the tactful covering over of mistakes, the great personal element, intimate contact with the mind to be persuaded.

On the other hand, public speaking reaches more hearers than personal salesmanship, and while it enjoys some of the advantages of personal influence and other salesmanship qualities, the man on the platform is never as near to his hearers as the man who is face to face.

Advertising, on the other hand, reaches by far the greater majority of "hearers" or readers, but there never can be, and there never has been an advertisement written that could make a stronger impression on any one individual than could a good speaker or a good salesman.

And yet it will be seen how each of these forces partakes of the other; salesmanship is a form of advertising and public speaking; advertising is a form of salesmanship and public address; and public speaking is salesmanship as well as advertising. Each has its place in the business world, each needs the other and it is only when two or more of these forces are working in conjunction that the most good may be expected.

It is not my purpose to devote the time allotted to me merely to point out the sameness between these three propositions, neither is it my endeavor to point out any particular advantage that either of these divisions has over the other. But as an advertiser and a salesman I recently made a close study of public speaking under the direction of Arthur Edward Phillips and immediately saw the close affinity between the three.

All of this has led up to the thought: Sheldon has scientized salesmanship. Phillips, public speaking; and some leader will soon arise to classify and organize the basic principles of advertising. Now, if advertisers and public speakers can learn from



the founder of a salesmanship science, why cannot salesman and advertiser learn from the man who has made public speaking science?

I mean to give Phillips credit for most of the ideas that form this paper, and if I fail to do so, please appreciate my intention.

### **The General Ends of the Three Methods**

The objects of a speech, or the general ends, as they are called, are found to be contained in these definitions: Impressiveness, Clearness, Belief, Action and Entertainment. Whatever the topic or the purpose, the end in view will be found under one or a combination of these heads.

When the speaker wishes his audience to feel, impressiveness is the end; when he wishes it merely to see, clearness is the end; when his purpose is to secure acceptance, belief is the end; and when it is his purpose to cause his audience to do, action is the end; while entertainment is the end when mere enjoyment is the purpose.

The Singer Sewing Machine Company advertises its magnificent new tower built in New York, the end is impressiveness that the public may *feel* the immensity of the institution.

When the Western Union Telegraph Company wants to make the public see the expediency of the night letter service, it merely explains with a view to education, not necessarily urging the reader to go and write a night message, but to understand its purpose should occasion arise. The end is *clearness*.

When the H. J. Heinz Company advertises the purity and cleanliness of its plant, the fact that it uses no benzoate of soda in its catsup and pickles, and endeavors to create the impression that everything that bears its label can be relied upon as being pure and wholesome—then the end is *belief*—the aim is the secure belief in their proposition.

When Kellogg's Toasted Corn Flakes tells you to "wink at the grocer," or the mail order man tells you to "mail this coupon at once for the free book," then the end is action.

And when some poor deluded mortal who thinks he knows advertising, puts a funny picture and a cute little joke in a suspender advertisement—the end must be

entertainment, for it certainly cannot be selling goods.

Now, in salesmanship, if you'll stop to consider, the purpose of every salesman can be classified in one of these five divisions and in proportion to the way he keeps each of them in mind, will he succeed.

The general end of most salesmen is to bring back the order—action. But, the salesman who gets the order and "that's all," isn't the real salesman.

The man who leaves an impression of the character of his house, who makes clear what the house is doing, who secures belief in the house's reliability, and even he who can entertain the buyer and put him in a favorable state of mind, is more a salesman than the mere order getter.

This is an immense subject that can never be handled in one or even a dozen sittings, but we will have accomplished something at this session if we can get firmly fixed in our minds how to figure out what the general ends of a selling talk or an advertisement are, and how to bring them about in the best and quickest way.

### **How to Avoid Talking too Much**

You have often heard of a salesman talking himself into an order and then out of one; you have often been told of the man who talked himself into a job and then out again. These mistakes can be explained by the fact that the men in question failed to appreciate the general ends of their talks and failed to realize when their point had been made.

As Phillips puts it: "The carefully prepared half-hour effort of many a preacher has been wasted because the burden of his talk was "believe," when what he really desired was action. Already they believed, but they did not do; and every phrase, sentence, paragraph, every argument should have been selected with especial regard to its power to influence the will. Often we find teachers amazed that their students remember so little of the lectures. The fault is usually with the instructor. He has made his subject clear when his duty was to make it not only clear but impressive.

In the same strain, the man above mentioned who talked himself into an order and out again was without doubt trying to get his hearer to understand his article and

get him to believe in it, when in fact the hearer already understood and already believed, and was ready to be told to act.

A long winded salesman selling incubators will go to a local retail dealer and give him the kind of "clearness" selling talk that he ought to give a farmer who is buying his first incubator. Consequently he will go over the whole principle of incubation, try to tell all there is to tell about incubators in general, and thus lose the opportunity to talk his real "general ends," namely, belief and action. On the other hand, he might make the mistake of trying to get the novice farmer to believe or act before the proposition had been made clear.

First of all, then, let us dig out the short cuts to Impressiveness, Clearness, Belief, Action and Entertainment.

#### Reference to Experience

One of the great secrets of success on the speaking platform, according to Phillips, is what he has titled: "Reference to Experience." The more I can enter into your own experience as I talk here now, the more vividly I can connect what I say with what you have already experienced, the stronger my impression will be on you.

Phillips defines reference to experience, as reference to the known. The known is that which the listener has seen, heard, read, felt, believed or done, and which still exists in his consciousness—his stock of knowledge. It embraces all those thoughts, feelings, and happenings that to him are real. Reference to experience then means coming into the listener's life.

A moment's reflection will make clear the importance of this principle. What things are real to us? Of what are we most positive? Those things we have experienced. We know sugar is sweet, vinegar is sour, fire burns, because these things have actually given us those sensations. Our own experience is the standard by which we test the truth or untruth of an assertion. Similarly, it is the means of making the unknown known.

I tell a man, for instance, that I have bought a load of alfalfa. He does not seem to understand. Perceiving this I continue: "Alfalfa is a kind of hay," and at once a reasonable conception of alfalfa is formed. The unintelligible is made intelli-

gible by coming into the listener's experience.

Another important consideration in the use of reference to experience is that it enables the speaker, the salesman or the advertiser to attain his purpose along the right psychological lines—that of allowing the listener or reader to use his own powers. The use of this principle gives the listener or reader the pleasant feeling that he is not driven or cajoled, but that he sees, feels, accepts or does the thing desired of his own free will and through his own processes.

For instance: When my friend entered the house the sky was cloudless. An hour later I come in and say there will be a storm. He contradicts me.

I then tell him that heavy black clouds are rolling up in the west, that flashes of lightning can be seen and that the wind is increasing.

He now agrees with me.

What did I do? I gave him three facts that were like his own experiences in respect to the conditions generally preceding a storm. He came to his own conclusions by means of my reference to his experience.

Suppose I had said: "It's about time for a storm, I feel there will be a storm, or the Farmer's Almanac says so."

He would not have believed me. I would not have touched his experience, but would have tried to force his acceptance of my thought.

If then, the coming into the life of the listener is a means of successful speaking, or advertising, or salesmanship, it logically follows that the more closely the reference touches the life, the greater the effectiveness. The more the speaker brings his idea within the vivid experience of the listener, the more likely will he be to attain his end. The less the speaker brings his idea within the vivid experience of the listener, the less likely will his end be obtained.

#### Reference to Experience Applied to Clearness

Clearness as already defined means simply seeing. It excludes all emotion, prejudice, opinion, and asks only that the hearer shall understand. To attain clearness the speaker or salesman must refer the listener to that seen thing in his experience that is most nearly an equivalent or most nearly resembles the unseen thing. In

brief, show the unseen by the seen, the unknown by the known.

A salesman is selling an automobile to a business man. He tells how his car has made 10,000 miles with an average running expense of less than one-half cent a mile; how the machine in question easily generated a speed of twenty-five miles an hour up a hill with an incline of thirty-five degrees; that it made a trip from Minneapolis to Topeka in one hundred and four hours without a moment's trouble on the way, but, so far, the salesman has not entered into the experience of the prospective buyer. But this is a scientific salesman, who thoroughly appreciates the value of reference to experience when his end is clearness, or in other words, explaining his machine. And he covers up his weak arguments with these:

"Mr. Jones, you say you live in Suburbville and that it is ten miles from your place of business. My machine has an average record of making the distance between your house and your office 1,000 times—think of it! 500 times to work and back; about a year and a half of trips to work—at an average cost per mile of one-half cent. A proposition that will split your railroad fare into quarters, to say nothing of the incidental pleasure and the fact that you have the machine after you get through, ought to appeal to a business man. Another thing, Mr. Jones; my machine will easily carry you up the Main Street hill from Cross Street to Incline Street, which you know is a pretty steep hill, faster than the city ordinance will allow your fastest street car to go; and recently my machine made a trip between two cities, fifty times as far apart as your office and your home, with no stop or trouble."

#### Reference to Experience Applied to Impressiveness

When the end is impressiveness, the speaker, the salesman or the advertiser aims to have the listener feel. Here, as in the case of clearness, the problem is one of reference to experiences that have resemblance, but with this distinction; in attaining clearness the task was to discover the equivalent most vividly *seen*, with impressiveness the task is to discover the equivalent most vividly *felt*.

When the end is impressiveness, the need of the speaker or seller is to liken the matter to be conveyed to those ideas of the listener which have the necessary emotional association.

I am trying to sell insurance, and enlarge on the safety of my company, the value of its payments in case of death, and so on, but, where my end is impressiveness, I have failed to enter into the emotional experience of the listener.

But I say, "A policy in my company will mean that your wife and baby will be able to hold their heads just as high in the event of your death as they do now; that you can make them just as comfortable; that to do so will be fulfilling a duty that every honorable man loves to do. By taking out a policy in a sure company you will earn the gratitude of those you love and the respect of all men."

Here I have entered into the emotional experience of the listener, by likening my proposition to emotions which it is reasonable to believe he has experienced.

The mistake must not be made to infer that I think it stronger to appeal to a man's emotions than to his reason, but on the contrary I mean that while impressiveness must be one of the ends in selling insurance, it is only one of the ends, though few sales can be made without a successful appeal to the emotions.

#### Reference to Experience in Connection With Belief

As explained before, belief is more than seeing, more than feeling. A socialist may make his system perfectly clear, but we may not accept it; he may dilate upon it so as to arouse our emotion, but we may still deny its wisdom.

A life insurance salesman may make his policy perfectly clear to a prospective purchaser, and even arouse his emotions in connection with insurance in general. But before we accept either the socialism or the insurance we require that he show us that it is like something we already believe.

We might make a proposition clear by resemblances of simple perception, and in the same way prove impressive—but to secure belief in our goods, or our idea, or whatever we are seeking to advance, we must show resemblances of actuality.

Belief, then, demands references to experience that show the thing for which acceptance is sought is like something already accepted as truth—reality. And the most powerful reference will be that accepted actuality which most resembles the thing to be believed.

Suppose I were trying to sell a course in the Sheldon School to a young man in business. To attain my point I might employ all the ends of speech or salesmanship. It would depend a good deal on his attitude. But whatever that may be, belief would be my chief end, unless he already believed in my proposition. Suppose I found him to be a scoffer, who did not believe it were possible to put salesmanship on a scientific basis. Then all my arguments to secure Clearness, Impressiveness, or Action would be like butting up against a stone wall. I might even seek to entertain him, but I wouldn't begin to touch the proper chord until I had settled that belief was the chief end and that I must first accomplish that. If I could persuade him to believe, then, all other things being equal, he would listen and ask for clearness, and act as a natural course.

To secure belief then I would seek to show a resemblance between the Sheldon Course and actual realities in his life. Knowing my purpose and the means to it, is half the game.

#### Recapitulation

To attain clearness liken the known to the unknown.

To attain impressiveness, liken the unfelt to the felt.

To attain belief liken the unaccepted to the accepted, in every case trying to select from the listener's experience, as best you can, the seen, felt, accepted thing that has the most vivid resemblance.

Clearness will look for resemblance pure and simple, with no bias. Impressiveness will look for resemblance of feeling; belief for resemblance of actuality.

If the average salesman, advertising man or speaker will go over his utterances or writings he will find frequent evidence of the failure to observe laws as I have tried to explain them. Sometimes the fault is the use of material that does not come into the listener's experience; again it is a misplaced resemblance—resemblance of clear-

ness when there should have been a resemblance of impressiveness, resemblance of impressiveness when there should have been resemblance of belief, and so on.

Thus far we have only dealt with the mind; the prospective buyer may understand, may be impressed, may believe in your proposition, but if I am not mistaken when you get back your boss is going to ask, where's the action—the signed order.

Action, according to Phillips, depends upon a proper analysis of the impelling motives, or a study of the various motives which cause men to do certain acts, and the extent to which you bring these motives into play when talking, writing, or selling. In another paper I expect to take up the subject of action, and the impelling motives, and in another one the subject of entertainment, which means more in salesmanship and advertising than the word here implies.

### Sell Yourself

By Fred E. Andrews

A GOOD salesman virtually sells himself along with his goods. Start out with a determination to do and say the kindest and most tactful things in the kindest and most tactful way to everyone you meet from the smallest child in the street to the most influential of mankind. This does not mean to be a hypocrite or a freak, but it does mean to cultivate your love, nature and sympathies until you can "love your neighbor as yourself," and treat every man as you yourself would like to be treated.

When you cultivate a habit of this kind it shines out in your personality so strong that it can not be mistaken for sham or hypocrisy.

Man is not meant to live alone. He comes in daily contact with his fellows and the more necessary he is to them the greater is his success in life. For as Sheldon says, "He profits most who serves best."

This is the only foundation on which to build success and he who does not build success builds failure. As Longfellow says, "All are architects of Fate."

So let us build our life's temple by selling ourselves where we are most needed to our fellow men and we shall reap the greatest of rewards, a well rounded, successful life.

# What the Prison Reform League Wants to Do and See Done : *by* Griffith J. Griffith

**P**ERHAPS the question as to what we of the Prison Reform League have in view will be answered best by stating at the outset what we are not seeking. We are not attempting to boost any party, "ism," creed or private interest. We are not endeavoring to inoculate the public with any new philosophy. On the contrary, we conceive ourselves to be severely practical people, who have noted a series of appalling facts and wish to know how they agree with certain principles by which society professes to be guided. We mark the startling difference between theory and fact, we try to bring that difference to the notice of those whom we can reach.

## Why Punish Men?

All thinking men and women acknowledge, as it appears to us, that punishment can be justified only by the necessity of protecting society and diminishing, as far as possible, the tendency toward barbarism. Surely that must be conceded; surely if we meet one who avers that deprivation of liberty, the whip, the straight-jacket, the dark cell, the scaffold, are good things in themselves, we instinctively put that person down as a barbarian. Over all this there seems to us no room for argument.

But most people think the admittedly cruel methods employed toward those accused or convicted of crime are justified by the exigencies of the case. They believe society can be protected in no other way; that it is protected in this; that the end justifies the means. This is the precise point at which we join issue with the majority, and we conceive that the question, "Which of us is right," must be of paramount importance to all the ninety millions of whom this great nation is composed.

You talk about a mission! What more important mission can there be than that of puncturing a fatal delusion and putting in its place a vital truth?

The facts are what we want, for on them ultimately the decision must depend.

Admittedly the state acts with great harshness toward the individual. It de-

fends its course by declaring that without such deterrent measures crime would overrun us.

We say the theory is wrong; wrong because the ascertained facts do not bear it out. We add that the public is mistaken when it holds that the general weal can ever be served by subjecting the individual to injustice; and, since this appears to us to be the grand delusion, we pile proof on proof to show that screwing down the safety valve invariably results in ruin. Thus, in our judgment, we have proved beyond all doubt, that capital punishment does not check but (by suggestion and in various other ways detailed in our book, "Crime and Criminals") actually fosters the capital crime of homicide. Some of the leading critics of the country frankly admit that we have proved this to the very hilt, and we say emphatically we have.

## The Whole Theory Wrong?

If this be so, we have established a fact of such vital importance that this country cannot continue much longer to ignore it without incurring the most serious misfortune. And surely it is laudable to attempt to save one's country from misfortune. Moreover, the matter grows in gravity when we consider that capital punishment is not an isolated error, but one that colors and falsifies all society's attitude toward crime. We know that the crime problem absorbs an enormous amount of the state's activities; that millions upon millions are spent annually in grappling with it. Obviously, therefore, it is a matter that touches our national existence to the quick.

Now we submit that every judge who passes what is called an "exemplary" sentence in the hope of checking crime; every warden or jailer who excuses brutality toward prisoners with the plea that they have been sent to jail for punishment; every police officer who conceives it to be his role to terrify malefactors by the display or exercise of force, is making the same false argument as that by which the up-

holders of things as they seek to justify capital punishment. All these classes, paid by society to protect it against crime, are—in our view—victims of an utterly erroneous philosophy and intensify the very evil they are hired to cure.

The old Roman question, "Who shall guard us from our guardians?" has to be asked again by us and with more emphasis than ever, for the evidence shows that the methods they employ are infinitely worse than useless.

Here then is a pretty quarrel; one of stubborn fact; one that no smooth words can settle.

Either the deterrent policy, exemplified most pronouncedly by capital punishment but permeating our entire treatment of crime and criminals, does actually deter or it does not.

Every tree must be tested by its fruit; the proof of the pudding must be always in the eating. We insist that crime increases under punitive treatment; that brutality toward the individual by society, instead of saving society brings it into increasingly desperate straits. If we are right in this, the authorities, whom society pays so handsomely for alleged protection, are wrong. If we are wrong they are right, and the tighter the screws of repression are turned, the better. It is a quarrel that does not admit of compromise.

#### What the League Believes

We say that it never pays society to wrong the individual. We say the state wrongs him inexpressibly when it professes to seek his reform and debases him; that murder cannot be abolished or diminished in volume by the state turning murderer; that when the state compels a man to toil for it without remuneration it is itself a thief, and that such is not the way to discourage theft; that if the poor, isolated and therefore helpless, individual has duties toward the all-powerful state, infinitely greater are the duties of that almost omnipotent organization toward the individual. We say that side of the question has been overlooked, and we call attention to it in the very sharpest terms at our command.

Clearly the agitation of this question must cut very deep. Clearly we are calling

on a whole nation to revise its thinking. Clearly we cannot hope to win until that thinking has been revised. To bring about that revision seems to us our task, and we are endeavoring to accomplish it by submitting proofs with such ability as we can muster and wherever we can get a hearing. Meanwhile we take much comfort at finding the subject more and more intelligently and widely discussed, and such an address as that delivered by Fred Kohler, chief of police at Cleveland, Ohio, before the recent convention of the International Association of Chiefs of Police, inspires us with the assurance that our dream of today will be the reality of a future far less distant than many may suppose.

### Smiles, Five for Five Cents

By William R. Briggs

THE writer saw five, happy, sweet smiles bought for only five cents.

It was on a train from Boston to Providence. The conductor came up the aisle collecting and punching his tickets, as conductors are won't to do. Some kind angel must have lighted on this particular conductor's shoulder, however, and whispered a word to him.

"Dear Mr. Conductor," said the angel (I imagine), "don't you want a real, genuine bargain in smiles this morning?" And the angel was so good at salesmanship that the conductor immediately replied, "Sure, I want a bargain in smiles. I don't see any too many, and I—yes, I surely can use a few in my business."

No sooner said than done. Up goes Mr. Conductor's hand to his coat lapel where a five-cent carnation graced his manly breast. Out it came and into the chubby hand of a sweet, little four-year-old miss, who sat on her mother's knee.

The child smiled!

The mother smiled!

The conductor smiled!

The gentleman back a seat smiled!

The writer smiled!

One smile—two smiles—three smiles—four smiles—five smiles—all for a nickel—five cents—half a dime.

Hush! Perhaps that same little angel wants to whisper to you.

and gives them room in the world of action.

Education cannot be measured by reading lists. It is not a thing of statistics, but of mental and moral stature. It is a thing of manhood and womanhood. It is the *educing*, the leading forth into power, of mind and body and soul.

It is not the involution of particular facts, but the evolution of personal forces.

College diplomas do not prove that a man is educated. They only show that he *has been exposed* to it.

There are men who are walking encyclopedias of information, who nevertheless are not educated. There has been no expansion of personal soul, no broad grasp on the practical things of life, no development of vital forces, no unfolding of the man himself, in a large sense.

On the other hand, I have seen men who could not have told you the difference between the Eclogues of Virgil and the backlogs on a country fireplace, who were giants in mental and moral stature—educated men, I call them; men who did not know books, perhaps, but who knew themselves and the world they lived in; men, whose rugged minds grown strong through feeding on their own vigorous thinking, and sucking sustenance from the forces shot all

through human experience, gripped hold of the problems of life with that sanctified common sense which much book learning cannot give—and a little may take away—and solved these problems and solved them right. Why? Because they had unfolded as *men*, and, though they did not know so many things, perhaps, they had the power to use all that they did know—which is education.

No, education is something far different from a dilettante dabbling in book lore. It is more than a certain glibness of speech about things talked over in a class room; more than an ability to chatter in French the things we would not dare say in English.

Do not misunderstand me. Book learning is a good thing, but it becomes education only when it is transmuted into personal force.

The dangerous man in any community, is not, of necessity, the illiterate man, but on the one hand, he is the man whose learning has not developed a soul in his body, and, on the other, the man who knows just enough to tickle his egotism, but not quite enough to appreciate the majestic sweep of his own ignorance.

## The Poverty-Misery Tree

By ADELAIDE MONTROSE ROGERS

**A**REA philosophy is making the chips fly out of the Poverty-Misery tree. It strikes at the *cause*—false business principles.

Many men think that the way to success is to lie low, to keep things hidden, and to get the best of the other fellow by any means.

The Science of Business Building teaches that *confidence* is the *keystone* to success; that the law of mutual benefit is a fundamental law of business success and that "he profits most who serves best."

Philanthropists, great, kind hearted men and women, are working hard to relieve poverty and misery, but their efforts seem like trying to pour money through the small end of a horn of plenty. It falls out

faster than they, with all their good intentions, can put it in and carries with it often the self-respect and independence of those whom they are attempting to help.

They are trying to remove effects and the longer they work, the faster is the growth of the almshouses, asylums, hospitals, reform schools, jails and penitentiaries. These places are fast becoming pest houses. The doctors and philanthropists are hesitating long before they will part with a foot of land near their own homes for such purposes.

The roots of this Poverty-Misery tree lie deep in the soil of ignorance. Mr. Sheldon's axe of "He profits most who serves best," is cutting right and left among these roots.



MARSHALL FIELD, who was discharged from a store not many blocks from where I am writing this because, so Deacon Davis said, he would never make a merchant, but who later

**Action  
the Life  
of  
Business**

managed to eke out an existence in Chicago, gave us this bit of wisdom: "Successful merchandizing simply means keeping your stocks moving all the time. *Action is the life of business.*"

Yesterday I was talking with a young lady who recently annexed a job as clerk in a department store. Just as though they had no use for money, the managers offered her six dollars a week.

Before she had been there a week, one of the managers came around with a fierce look and asked, "Do you think you are worth \$6 to us?"

The poor girl didn't know what was coming. She was about to retreat behind that feminine shield commonly called tears. But the manager, wise in handling women, turned off the tear spigot by saying, "You may not know whether you are worth \$6 to us or not, but I know you are not. You are worth \$8 to us this week, and, possibly next week or the week after, you'll be worth \$10. Now get back to work."

The ordinary clerk in this store is of the typical sapless variety. They are listless, lifeless, without apparent initiative. *Also they are not interested.* And since they are not interested, they are not interesting.

This new girl came from that region of the country where folks are unashamed to express such wicked feelings as joy and friendliness. She went into that store like a breath of spring. She radiated good nature, willingness, smiles and fearlessness.

When a woman comes in and sees that

welcoming face, she makes a bee line for it. It is a magnet—a trade magnet.

Yesterday one of the wealthy women of the town came in to make a minor purchase. As she was about to leave she mentioned that some of these days she wanted to look at some womanly folderol, but that at the time her finances would not permit her to purchase.

"Oh, but it would be a real pleasure to show you our stock, even though you do not want to purchase. Don't you let me show you what we have? It may help you make up your mind."

And all this time the girl was taking down the stock and spreading it out in a way that commanded and held the customer's attention. Finally the customer could not resist making a purchase. And, what is to the point, as she was leaving she met one of the proprietors and said to him, "I want to thank you for having such a fine little girl to wait upon me."

It must also be said that, although this girl has been in the store but a trifle over a week, two department heads have almost come to blows in trying to persuade the managers to add her to one of their departments.

This girl has commanded attention. And this she did because of her *Action*. She moves like one filled with life. She is spontaneous, hearty, willing and courteous. She doesn't hang back waiting for a customer to come and wake her up, but wears a smile that extends a welcome the length of the store.

Of course this girl will become a department head. She is headed upward. Any employe is headed upward when customers take the trouble to thank employers for that employe's existence in a certain position. Any employe is headed upward who is



spontaneous, willing, courteous, possesses initiative, can be depended upon, and manifests all these qualities and others in *Action*.

These clerks are the ones who enable merchants to obey Marshall Field's advice to keep stocks moving.

The wise employer hires only those who are like this girl, or who, when they cannot

be hired, trains those in his employ to increase their efficiency. Money spent in making employes persons of action is money spent to make stocks move quickly.

And, as the master merchant said, success in retailing consists in moving stocks quickly and often.

## The Race Not to the Swift

By MILTON BEJACH, in the *McCaskey Bulletin*

### Keep On Keeping On

THE world admires the fellow who is game to the core, the man who, when everything seems dead wrong, still sticks to the game and snatches victory out of the jaws of defeat. The man who is capable of doing this sort of thing may not be a lovable fellow—but you cannot help admiring his nerve.

The men who finally get to the top in the business world are those who keep on keeping on after their nearest competitor has stopped for his second wind and when all the others have decided the goal was not worth the effort.

The great soldiers are those who do the things other mortals would not dream of doing.

The great scientists, Edison, Nicola Tesla, Koch, Pasteur, Curie and a host of others are the ones who kept on keeping on when the rest of the scientific world declared they were chasing rainbows.

I know a man who, after a half dozen others had given up trying to do anything in a certain territory not a thousand miles from the home office, kept on keeping on. He's still keeping on but in a different field.

He made good so hard and strong that the salesmanager decided he would be a good man to help others make good. There are some who do not like him but they cannot help admiring his tenacity of purpose. You may not love a bull dog but you can't help cheering his grit.

Everybody is willing to help the man who keeps on keeping on. But there are no cheers for the quitters, the fellows with

a broad streak of ochre running up and down their spines.

### The First Law of Business

To forever and eternally keep on hustling, is the way to find success.

To hustle, used in a colloquial way, is to work. And, to work, in plain, every day English is to work in hot weather as well as on the cool days.

Please paste this line somewhere where you can see it every day, or at least every time you think it is too hot to work. Or, you can write, print, paint, stamp, stain, cut, carve, mark or engrave it anywhere you wish, so long as you heed it!

*Forever and eternally to keep on hustling is the way to find success.*

There's a way to generate ginger. It is by hustling, not by reclining in the shade of a tree with a bottle of the stuff that made Milwaukee famous, close at hand.

### Love of Work

I was in a paper mill in the southern part of the state a few days ago. The mill is the largest of its class in America. I was conducted through the plant by the general manager, who is the son of the president and largest stockholder.

The general manager is a young man, about thirty years old at the most. His father is rich enough to give him all the pleasures he wants. He might drive a racing automobile and flirt with chorus girls if he were so inclined and the family fortunes would not suffer.

But this man loves his work. He works twelve hours a day for the pleasure there is in it. His love for his work is evidenced by the fact that several times a day he wades through several inches of water

across 26 acres of floor space, plunges in and out of heating and drying rooms where the thermometer registers 150 degrees and lives in a little town, where there is no Great White Way or kindred attractions.

The writer asked him the why and wherefore.

"What the use of doing anything if you don't like it," was the answer. "I wouldn't be here an hour if I didn't love the smell of pulp, old rags and new paper."

Think this over! How long would you work if you were not forced to do so by reason of the fact that your work enables you to live?

You can make a pleasure out of working, out of your work, no matter how dull and monotonous it seems, if you really, earnestly and conscientiously try. And then the quality of your work will be better and you will be better and broader.

If your job ever seems monotonous and unromantic, try loving the business. It will help boost your profits.

## Doing Business by Telephone

*By Morris Dushoff*

**T**HE method of doing business over the telephone entirely is so rarely appreciated and used, that it would be well for business men to look into this method of ob-

taining business from new people, as well as old.

Many writers preach the advisability of concentration in doing business. Take into serious consideration the remarkable efficiency of the telephone to help concentrate energy and time. Possibly ten times as much can be accomplished with this method in the same time as can be done in the ordinary way of calling on people.

Most people think that the only right and possible way of obtaining business, especially from new patrons, is to be introduced to them and get in a certain way friendly enough with them to inspire their confidence.

I find that in most cases this can be just as well accomplished over the telephone as meeting them personally, when one considers that the only thing the buyer takes into consideration, when approached on a subject of merchandise, is the value you are giving him and the position you are in to deliver the goods.

When a buyer is called up on the telephone, these two points are the things he considers in a hurry, and if your proposition really deserves any consideration, as far as he is concerned, you can get exactly the same encouragement over the telephone as you would by calling on him, if not more, for the reason that he appreciates your respect for his time.

## You Are the House

*By MORRIS DUSHOFF*

**M**OST salesmen approach a buyer with the comparatively insignificant fact that they are representing a certain firm, instead of making it apparent that they are the firm, that what they say is backed by the whole influence of their house, and that their proposition is really an opportunity for the buyer to compare with other offers he has from other houses. All of this impresses the buyer with his own limitations and makes him appreciate the power of the salesman in the field of his line.

The salesman who possesses sufficient tact to make his firm appreciate the fact that he is a vital part of the producing end of the business, that instead of his liveli-

hood depending on his house, the opposite is apparent, the life of his firm really to an extent depends on him, thereby wins half the battle towards success.

This brings to us the importance of working into the inside developments of the house.

Most of the big opportunities for a salesman are really those that his house as a whole is called upon to take advantage of, and the man who takes an active interest in the welfare of his firm as a whole, is here and there given an opportunity to work out big projects, which if he is sufficiently able to master, converts him from a walking advertisement to a ruling power.

# Publicity as a Creative Force in Business —An Address : *by* E. St. Elmo Lewis

*Continued from September Issue*

## Millions of Profits from Publicity

"Andrew Carnegie and James J. Hill have probably made more money by skillful advertising than any other men in America. In the line of shrewd advertising, as well as knowing how to accumulate millions, they are experts of the highest order.

"For years Mr. Carnegie kept himself and the Carnegie company before the public so effectually that the American people believed that by all odds his concern was far and away the greatest in the country. Very few knew that at the time the steel corporation was formed, another iron and steel company in Pittsburg had an output almost as great as Carnegie's. The world knew all about the Carnegie company, but it didn't know about others.

Carnegie capitalized his reputation and sold to the steel corporation for two or three hundred million dollars more than he could have made had he not for years known and practiced the art of the widest possible publicity. The steel corporation's issue of securities, based in part on the ownership of the Carnegie plant, had less water than many have supposed. It was merely the turning into securities of the tremendous asset of the world-wide reputation of the Carnegie company, and Mr. Carnegie thus capitalized and sold for some hundreds of millions the publicity work which he had carried on for years.

"This was equaled only by Mr. James J. Hill when he was getting ready to sell his iron ore properties in the Lake region. For several years Mr. Hill never lost an opportunity to keep before the public the increasing value of iron ores and the vast quantity which he owned in the Lake region.

"There were many suggestions of the fact that these could not be duplicated at any price and that they would be very cheap at a dollar a ton in the ground, as they might furnish the basis for some independent steel company. Nobody knew

very much about these properties, but the public finally came to believe that they were so immensely valuable that they were almost necessary to the existence of the steel corporation.

"When the steel corporation decided to make the purchase of these properties on the basis of about \$1 per ton in the ground, thus assuming an obligation of probably \$500,000,000, it was regarded as a master stroke by the general public, who knew nothing in the world about ores or about these particular ore properties.

"Like Carnegie, Mr. Hill had capitalized his publicity work to the extent of several hundred million dollars.

"The steel corporation could never have been floated without taking in the Carnegie plant, not so much because of its magnitude as because of the reputation won by Carnegie's magnificent publicity campaign running over many years.

"The steel corporation could never have met public approval in paying such a price for the Hill ore properties if Hill hadn't made the public, by the most skillful work, believe that they were really essential to its welfare.

"The great fortunes of Carnegie and Hill are largely due to the advertising which made possible the capitalization of the public sentiment that they had created about their own enterprises. The creation of such public sentiment, of such widespread knowledge about any section or any business is one of its assets, often more important than the natural resources of the country, or the immediate direct results that follow a broad advertising campaign.

"The railroads of the Pacific coast have learned the facts and act accordingly. The railroads of the South have not learned them and therefore, are not in a position to capitalize public sentiment to the great enrichment of this section.

"If the wonderful story which could be told about Georgia's cotton crop and the millions it will bring this year, could be

duplicated in the West, every railroad there would fill every magazine and every paper in America with such stories of cotton and its power for the creation of wealth, of the fact that cotton brings more than twice as much per acre as the wheat and corn of the prairie states, as to draw millions of capital for investment, but southern railroads sit down and say nothing."

#### Teaching the Key to Advertising Success

You will probably realize that the central principle of this art by which we create business is the teaching principle. We must first educate the man who has the whiskey to sell, teaching him the facts about his markets, which are necessary for him to know in order to get his product to a profitable market; then we must educate the people to whom he expects to sell, in order that after he has put the whiskey in the market, he will have purchasers to take it out.

This seems very simple, but it is very little understood. An American breakfast food concern spent \$200,000.00 in advertising its breakfast food in France, a country where the people do not eat a breakfast as we know it.

We endeavor to market goods in South America with English advertising—sell flat last shoes to Spaniards—and one manufacturer tried to sell hard-coal stoves in Oregon.

Such men are practical; they have no imagination; they are not educated; they cannot conceive of a whole nation which does not eat an American breakfast, or a place where a hard-coal stove would be as useless as a fur overcoat in Colon.

At every stage of business development education is required on both the seller's and the buyer's side of the case.

Only within the past five years have bankers seemed to realize that the education of the public was required in order to bring into circulation the dead, inactive money hidden and hoarded in the parlor stove, the old stocking and in the tea caddy in the cupboard. It has been said that one-fifth of our total circulation was "dead" because of lack of confidence in our monetary institutions.

Some banker with a vision saw this condition and evolved a theory that he could educate the people to a greater confidence in banks, by letting them know more about banks and bankers. He had confidence in the people, and he let them see it. He advertised that confidence and created a new business.

#### The Exploded Dogma of Secrecy

It is an exploded dogma that either the banker, politician or public service corporation, can depend on the confidence born of ignorance, because it suggests that the very people whom you wish to believe in you, you do not believe in. You give your confidence to those whom you trust. The only sure thing is public confidence based on the public's knowledge, or we build on the shifting sands of moods, and the fickle opinions of the ignorant.

Business needs confidence based on conviction.

The politician, too, is learning that. He early found the price of victory and sought to buy it, but he had to learn the value of confidence that could not be bought.

He has worked on the cynic's principle, of "having the price of everything, while knowing the value of nothing."

The public service corporation with a cynical indifference to the public mind, dealt with the minority of a political machine and depended on manufactured sentiment that was false to facts. The public getting tired at last, cleaned house. Now the public wants to know who is responsible for bad service and bribery and double dealing. It will select the man to blame when modesty prevents an official from claiming the honor. The public service corporation is realizing it is more important to have a lobby that elects representatives, than to have one that buys them.

The public service corporations today have discarded the "Public-be-damned" attitude, and through printers ink are endeavoring to meet and guide public sentiment. It is not always as good as it reads, but it is in line with my theme—the creation of new business conditions through advertising.

In 1898, I urged the Republican National Committee that a plain statement of what the leader of the ticket stood for,

given over his name, signed in facsimile signature to give it personal force, published in thirty-two of the leading magazines, seventeen of the leading agricultural papers, and seven thousand country weeklies, would do more good than a hundred spellbinders. That was a theory in 1898 which hardheaded, practical politicians could not see, and I am afraid some rather hurt themselves laughing over my absurd proposition.

You know what was done in 1908.

Now the idea is an eminently respectable one because it has been embalmed in the winding sheet of practicability.

#### **Advertising Not Overdone**

I am sometimes asked if I do not think advertising is being overdone. I see no signs of advertising being overdone, but I think a lot of it is underdone.

There is not a man before me whose advertising could not be done better than it is at no greater expense than now. Therefore, it cannot be overdone.

On the contrary, we need more of it; we need it in lines it has never touched; we need it to help as a nation as well as individuals.

There will come a time when every city, every state and the nation, itself, will pay men to do this creative work, which will make for a better city, a better state, and a better nation, just as advertising in a business makes for better business. This will come when, at last, the self-evident truth sinks into the reluctant minds of busy men that the conduct of a city, state and nation is a business and not a privilege.

#### **Advertising a City**

We see evidence of this at hand.

This club, fostered by you business men, having a pride in your city, is simply an expression of your belief that there is something in the competition of business which politicians and professional dogmatizers are not made to solve. The practical politician wants to keep things quiet—he doesn't want agitation, especially when he is in—he wants to preserve the status quo—all practical politicians are conservatives, because they believe in machines and playing certainties.

That they can't always have their way is good, but we must get used to having

their viewpoint urged upon us in all progressive municipal movements that don't provide a lot of \$2-a-day jobs for \$1-men.

But what you business men of this city want is more people on your streets, more buyers in your stores, more factories, more homes, more contented working men.

What right have you to expect these things? What is there in this city to deserve these things? What spirit is there in this city to get these things?

Give these answers to the world—and tell the millions at your gates. Talk about, of course, and arouse the spirit of the town, but do something. Getting conventions to a city is a good deal like giving a dinner party to a prospective customer—you must be prepared to cash in on the good time you are giving your guest.

It is better to talk to the manufacturers of the country educating them to look upon his city as a good place in which to do business. Remember we don't move factories to, or build new enterprises in, a city because the grass is blue or the scenery restful—there must be business reasons. Detroit is distancing her sister cities because we have organized a sales department and are selling our wares—because we have educated our own people and outsiders to see that "In Detroit—Life is Worth Living."

That success did not happen, but somebody had a theory.

Then it was planned, worked out and is now being executed.

It is winning.

It requires organization, paid brains and experience, and a business man who has the vision of a sales manager and an advertiser, to carry the work forward to its logical development.

#### **Advertising for the National Government**

When I think of what a first-class, experienced advertising man could do for the governmental Department of Commerce and Labor, I wonder how it is possible for the business men who have anything to do with the national government to ignore the very palpable inefficiency of its present advertising policy.

This country of ours is a vast corporation in which over 90,000,000 of us are stockholders. We have the greatest re-

sources of any nation of the world. We have more money; we have greater distribution facilities, greater production facilities, greater possibilities of expansion. This Department of Commerce and Labor is our official sales and advertising department for this tremendous corporation, "The American People, Unlimited."

Here is a department in touch, on the one hand, through thousands of agents, with the active wants of the earth, and in touch, on the other hand, with every factory, with every business house in the greatest business nation of the world.

No single house or association of interests could hope to obtain the sales-making material ready to the hand of this department. None could hope to study so carefully and minutely, the demands, the hidden and unknown wants of the world, because here is a corporation not organized for profit, but for the individual benefit of its stockholders, to each according to his needs and powers.

If we stop to think for a moment what could be done towards advertising America and American goods abroad through every consular representative who could handle the educational work in his district according to its needs, teaching the people in an aggressive and consistent way, in the language of a country, true to their racial instincts, what America could sell them and how and when and where—we would create a demand for the American Trade-mark, a prestige that would make it a standard of comparison the world over, and which would bring to our doors the trade that other governments procure for their commerce through diplomacy and standing armies.

Was there ever a greater advertisement than the globe-girdling trip of the battle-ship fleet? We gained new prestige—but we want to cash in on the oratory, the wind-jamming and hand-shaking.

#### **Cash in on Your Popularity**

When you send a salesman out on the road, and he comes back and tells you, "Well, I had a great trip; I shook hands with all our customers and all the fellows that are going to buy of us. I think I made a great impression."

That goes—the first time. When he comes in the second time and says, "Well, I have certainly deepened the impression of my first trip. I didn't get very many orders, but I feel sure we are the most popular house in that territory."

You begin to have suspicions.

The third time he comes in and starts to tell you how popular he is. You are very likely to say, "My dear friend, we expect you to be popular, because that is necessary to get business, but incidentally, the real thing we are after is orders. You get one more chance to cash in your popularity."

It seems the sole purpose of the Department of Commerce and Labor is to gather a great many statistics embodying very useful figures, which are carefully published in a great many very dry reports, written and arranged so as to carry the smallest amount of information to the least number of minds.

Utterly lacking in the observance of the journalistic dictum of writing for your people, so they will comprehend and gain something of interesting, enduring value from the reading, the Consular and Trade Reports offer to the trade interests of this country a fair example of what the blind adhesion to bureaucratic precedent can do towards making a thing ineffective.

I submit to you that we could have a publication, illustrated and filled with the very best, latest, most authoritative and suggestive news and articles from all points of the business compass.

We should have matter of a similar character going out to our consular agencies about American business and conditions. They pay more attention to the report that geese are being sold in Prince Edward Island to Boston epicures, than to giving details on the kind of cotton skirting worn by a Chinese coolie, or to the fact that the Japanese government has widened its roads, straightened its bridges, in order to make a place for the automobile in Japanese traveling.

The Ceylon government appropriated thousands of pounds to create a market in America for Ceylon teas. The Swiss Federal Railroad, owned by the Swiss government, is even now carrying on a campaign through our American railroads.

Just as there is this lack of business imagination in the conduct of this department, so there is the same lack in all business where the past alone determines the work of the future.

#### **The Value of the Advertising Club**

Advertisers need, in order to obtain the best results, the cooperation of all advertisers. The advertising club is a part of this movement for a greater and closer cooperation. At present it has a local mission in the education of the local merchants to do a greater business, through more consistent advertising and a better organized effort to educate the possible buyer.

We are commencing to understand how much the creation of a big market has to do with the greater human problem of how to cheapen production without grinding the soul out of man, how to pay labor higher and at the same time cheapen the price.

We are endeavoring to determine, as Ruskin says, "As the guides of every effort, some constant, general, and irrefragible laws of right—laws which based upon man's nature, not upon his knowledge—may possess so far the unchangeableness of the one as that neither the increase, nor imperfection of the other, may be able to assault or invalidate them."

When we find these laws, which will come only through experience, interchanged and compared, we may and will find a new prophet like Emerson who will give to this new activity a new name, and by the magic of his pen open up a vista that shall for all time add new worlds to our conscious life.

It is this spirit of cooperation of experience which now makes the granting of credit less of a game of chance, which is bringing an equitable law out of the chaos of freight rates. If we can get advertisers to exchange experiences and thoughts and ideas, making comparisons and deductions, we shall be able to benefit all by setting up certain signs that shall be a warning against the waste of time, the waste of money and the heartbreaks of failure.

The Japanese sent a commission of its most eminent experts and financiers to

study the economic conditions of this country, to find what they could buy at a profit and sell to an advantage.

The Germans train their young men in a four years' course in business in the University of Cologne, before they are sent to South America to sell goods, with little or no competition from America.

\* \* \*

#### **Business a Civilizing Force**

This life we call business, this great force we call commerce, is the civilizing energy of the race of strong men.

Publicity for profit is the voice of the spirit of the age—and is the spirit in which America was discovered.

Columbus discovered a new world for gold; Hudson opened up a new continent; DeSoto sought the spring of youth that he might sell its secret, and Perry, touching a nation with the magic of business courtesy, awakened it to a new and greater life.

As the evangel of Commerce, advertising has woven bonds of commercial and friendly interest between the hearts and minds of nations who formerly required treaties, wars and the chicane of diplomacy. Advertising has ignored statesmen and governments and sealed pacts of profit with the people direct.

It has done more to make war unprofitable than all the dreadnaughts afloat on the seven seas. While kings and generals have cried for war, their merchants have made treaties of peace, for where millions have been spent making a market, gold will not be spent to make a war.

#### **Publicity Advertising, the Evangel of Commerce**

Tariffs have been found futile against it, for advertising has paid the tariff and made the people want the goods it cried—and Canada buys our shoes—Germany admits our machinery. Our own people pay tribute to French dressmakers, milliners and perfumers, to Italian wine growers, because the advertising in every fashion column and on every menu makes our tariff wall a joke and our statesmanship a byword.

Advertising has created wealth, because it has brought new wants into life.

It has made happiness, because it has carried commercial security and profit, and poetry and art into the frontiers of the world.

It has educated people in business morals, for it has brought home to far-flung organizations the law "that he who serves best shall profit most." It has educated the people in liberty, for it has awakened desire in hopeless hearts and armored the weak with the power of the printed word.

It has carried civilization to the ends of the earth, where neither the self-sacrifice of a holy life, nor the bravery of fearless hearts could make an impression on self-interest.

In its practice it is a jealous mistress that calls for the best that any man yet gave to business; but its word shall fire the imagination of man, sound the deeps of his heart and soul, and shall tear him from untroubled ease to give him a vision for which his soul shall hunger until his day is done.

It was the word which flashed across the waters and the desert places that has made new visions stir in the dull and atrophied mind of a Hermit people, until, armed and unafraid, they stand a yellow giant curiously looking over the rim of our western world into the face of a civilization no longer new or strange to them.

Its word flashed into the scurry of London Strand has made Indian Consols jump a point or two, because it has been said that once more Indian shawls shall be the fashion, and a hundred thousand starving Hindoos shall be put to work.

With its word Capital shall buckler its timid soul, and find peace and profit with a people that shall know and trust its vast ambitions.

And finally, clamorous Labor, knocking with its million hands at the gates of "Opportunity," will find advertising to be the magic key that shall fling wide those portals to a work that shall be repaid with the riches of the earth.

## How Service Solves the Problem

By C. FIRST JOHNSON

**TO OBTAIN** what you want you only need to establish your own atonement with the mind of things, and they will draw towards you.

You must work for the advancement of all into more abundant life, since nothing will be taken away from any man or woman and given to you, unless you give to that person more in the way of life than you take away.

God cannot be divided against Himself. He cannot be made to take from one and give to another. He will not decrease one man's opportunity to advance in life in order to increase another man's opportunity to advance in life. He is no respecter of persons and has no favorites. He is equally in all, for all, and at the service of all alike.

There is a great difference, you know, between leaners and lifters. This fact was emphasized in the life of the Servant of servants more than nineteen hundred years ago. Ever since He took His place among the working class and emphasized the rendering of the service that serves; or, in better words, the lifting effort of humanity,

it has been hard work for any one of us to find better company than to be associated with those who are working.

It may be urged that the wage system prevents the workers from living full lives, hence they are not in that mental attitude to give their best service. Listen, dear reader, when the workers begin to render the service that serves, if the wage system stands in the way of their advancement it will be changed.

Service cannot become valuable by changing of systems, but systems will be changed by the rendering of valuable service.

The workers who are poor or having a hard time are those who are ignorant, lazy or incompetent. The workers really own the world. They have created it all and they could take possession of it today if they would. All they need to do is to give more in value than they receive, that is rendering the service that serves, and all things will move their way.

Motto: Working to lift and not to lean, I am succeeding.



# Teaching Salesmanship in the Department Stores : *by* Elizabeth M. Bishop

**I**N ORDER to give the public what it demands, attention, service and value, it has become necessary in the large department stores throughout the country to train the selling force so that they will be able to meet all requirements, intelligently and courteously.

The theory of the progressive merchant today, is to make the vocations offered in the mercantile establishment as well worth while, from a financial standpoint, as an office position. Under the head of educational work in the big stores are many groupings that might be called welfare work, but all tending to the betterment of the salesperson.

The mutual benefit association, recreation room, sixth floor with trained nurse and doctor's services free of charge, a lunch room, an assembly hall, and club room for the boys are only a small fraction of the comforts placed at the disposal of the employee.

The employee's receptive and amiable attitude toward the new features added from time to time to the regular routine of the store's system is proof that they are willing to accept methods that are bound to better their own conditions.

A regular course of instruction in Educational Salesmanship has been found of great benefit in the department stores, to such an extent that it is now part of the store system in many of the big establishments.

## **The Merchant Meets the Public Through His Salespeople**

The merchant must keep in close touch with the buying public through his assistant managers, namely his selling force.

The day has gone by when the merchant, Mr. Gray, meets Miss Brown at the door of his shop; he is represented today by executives who have able assistants to execute and carry out the policies of the store.

John Wanamaker and A. T. Stewart conceived the idea of centralized trade. A large store where one could purchase every-

thing from a pin to a ton of coal was a wonderful achievement. The public were skeptical at first; to think of being able to shop all the morning under one roof and have every need supplied was indeed hard to believe. It meant saving of time, energy and money. A truly great undertaking and one to which the buying public responded quickly when they awakened to the fact that it was a response to the needs of the day.

The progressive merchant knows that his success in the commercial field depends largely upon the confidence he inspires in the public at large.

## **Beginning of the Educational Movement in Stores**

Many methods have been tried to make life more agreeable and worth while in the department stores and at the same time to bring about efficiency.

Folders containing articles on how to get ahead in the department stores have been distributed among the sales people; lectures after the store closed have been held in the recreation hall, where a big crowd of bored employees were disgruntled because, when anxious to get home to fill an engagement they had to remain to hear a long discourse on how to sell more goods each day.

John Wanamaker, the pioneer of the department store, decided to install among his executives an instructor of salesmanship, the object being to elevate salesmanship to the dignity of a profession, thereby encouraging a higher order of intelligence, expediency and greater compensation; to prove that salesmanship could become both an art and a science.

The innovation in the store routine was watched with much interest by many merchants throughout the country. Success came of the efforts.

Willingness to follow the successful man is demonstrated by the followers. The present figures show a total of four large stores in Boston that have educational

workers. Many of the progressive Western merchants have found the services of an instructor most valuable.

### Some of the Things Taught

The history of the saleslip, its relative uses, the importance of it as a day book to the salesperson, is the primary course of instruction, as used in the class room.

Thoroughly understanding the saleslip is of great value to the new clerk, and the instruction received fits her for her particular department with a general idea as to the responsibility she has assumed as a co-worker in the big store. Many clerks assume more responsibility than they should in their position. This condition is talked about at length showing the evils that come from trying to settle claims, etc., with a customer when the matter should be referred to the floor manager.

The care of stock is one of the subjects most interesting to every employe from the salesperson to the president. The importance of keeping the department neat and attractive, having sizes always filled in and keeping the buyer informed as to a new article called for by the public, are drilled into the employes.

"Nothing must lie idle in a live department." The teachers' method of instruction at a lecture in stock is to make the topic of such interest that the talk will take the form of a discussion where everyone present is urged to join in.

"Service to the customer" is the greatest subject offered to the selling forces.

"Business is founded on service," we tell them, "good business on good service, the best business on the best service. The salesperson who gives the best service is bound to have a large following and an increase in salary. One must gain the good will and confidence of the buying community by good service; otherwise one has no foundation to work upon for future advancement. The merchant depends upon his selling forces to create the impression he wishes to make upon the public.

"Suggestive Salesmanship" brings out how many sales people are only "order takers" and not scientific salespeople. This lecture brings out the fact that one must know about what one is selling in order to talk intelligently.

Many customers depend upon the salesperson entirely when shopping, and the salesperson who is able to suggest to what uses the article can be put and to display an interested manner in carrying through the sale is a salesperson who is bound to get ahead.

Topics of a more advanced nature such as "Salesmanship a Science" and "The Psychology of Salesmanship" are taken up as the classes advance. These talks are to prove that by hard, intelligent preliminary work, selling goods can rank as a science, a vocation that offers an unusual field for the man or woman who is willing to climb up a rather hard and rugged road at first. Great opportunities are held out at the summit for the progressive salesperson. Positions of assistant buyer and eventually merchandise manager, await the proficient.

An up-to-date store in Paris is recognized as a unique establishment, due to the profit sharing methods that have proven a wonderful success. The average sales girl who receives four and five dollars a week has been able to increase her salary to seven and eight dollars a week, all through educational selling, by increasing her stock of talking points, her interest in her customers' welfare and a complete knowledge of her stock.

The purpose of educational instruction in the big store is to raise the wage to such an extent that grammar and high school graduates, instead of flocking to offices where the work is mechanical oftentimes, and the salaries limited can find a vocation awaiting them in the big store. There is no limit to the promotion and the remuneration they can receive if they are willing to work and absorb knowledge with the purpose of preparing for a big opportunity.

Educational salesmanship is only in its infancy, but the progress made at this early age can be seen throughout the country in the growth of the department store.

### The Place of the Department Store

The live merchant realizes that the public demands good service, and that training will develop it.

Competition is so great that the merchant's idea in meeting it successfully is to render A1 service. Educational salesman-

ship is accomplishing many things pertaining to service and selling; demonstrating that more people selling could accomplish more if they attempted more; failure comes to many because they attempt too much, through lack of education and training.

The old adage that "Salesmen are born, not made," at this age is doubted. The qualities required are born in every one, and proper training is all that is needed to cultivate the latent qualities. When salesmanship is mastered it becomes a science, and an employment that holds forth the many chances of unusual advancement of a lucrative nature.

The department store of today stands out as a great monument of business building.

The store offers rest room, information bureau, telephone service, restaurant, post office section and even a booth where you can purchase theatre tickets, and best of all a place to check the baby while you shop. This is all furnished to you as part of the store's service.

The department store of today has been one of the greatest factors in developing the manufactures of the country and the progress is watched with great interest.

## The Evil of Dogmatic Advertising

By T. J. McLAUGHLIN

**I**T IS too bad that common sense cannot be bought by the quart and given to some of the advertisers in this country to make them see the danger of the prevailing advertising dogma.

Figuratively speaking, dogma is the station at the end of the Narrow Street Subway and just as sure as they ride to that destination, just so sure will their project tumble down to decay.

As a race we are not sincere in our search for truth. True, we may have searched diligently for years in an effort to discover the truth, but we finally come across something that we recognized as the truth. Then ever after we were content to look for shingles, as it were, to protect this supposed truth from the weather.

But time did tell.

Truth is afraid of nothing, not even concealment. Truth is most powerful and it will ultimately prevail. We have evidence of this on every hand. For instance, in the pages of the magazines the public is asked such questions as: What's the matter with the Church? What's wrong in politics? Is Socialism practical? and scores of like queries.

And the public, on the other hand, is responding to the issues with logical answers, which goes to prove that they are thinking for themselves.

Here is food for thought for every advertiser in the land. The mental attitude of

the public is a receptive one. The psychological moment is here. The times are wrought with opportunities for the man who has the moral courage to print the dark side as well as the bright side of his proposition. In this way he will reach these thinking people and gain their confidence.

Neither precept or discipline is so forcible as example.

Blaze the way.

For instance, don't say all wool when it has a cotton thread. Tell them about the thread, then they will believe the wool story. Remember you cannot pull the wool over their eyes today as you did in the days that are past. They want nothing but the truth and if you cannot afford to tell it—why your proposition as an advertising project will not prosper.

The straws show which way the wind is blowing. Shingles will not shield a faulty proposition. Nothing but a meritorious article can find a market, no matter how much printer's ink you may use. Such is the next page of advertising history. Watch and you will see it come to pass. I have had my say.

"It is of course true that many of the strong masters had deep faults of character, but their faults always show in their work."—*John Ruskin*.



### Who Pays the Fiddler?

**I** DON'T see why you care," pouted Reggie, Wiggins' kid brother. "If I want to go down the line and see life for myself, what's it to you? I'm doing this."

"But, my tender relative," plodded Wiggins, "those things are wicked. One night in the Stingaree will leave a scar on your soul that all your too-late repentance can't remove."

"Well, what if it does," scoffed the lambkin, "it's my own soul, isn't it? 'Tisn't yours."

"Yes, it's your own soul, Reggie. You will be the one to suffer. You ought to know that it isn't on my own account that I am warning you—it's for your own good. Instead of being resentful toward me, and feeling that I am selfishly looking after my own pleasure in this, you ought to be glad that I take so much interest in you—that I am willing to spend my valuable time and try my patience for your sake."

"Well, my sainted brother, you can just save the rest of your precious time and bestow that holy patience of yours on the training of your scalp-lock—it's sticking straight up—but don't be so darned loving with me. Let me alone. I'm going to have a good time while I am young, all you middle-aged old owls can't stop me."

#### Reggie Willing to Take the Consequences

"I know that sounds very brave, very fine, and very manly, little one. I can see that you are the very devil of a fellow. Diamond Dick and Bad Bill will look like Sunday school scholars when you get to hitting your pace. But, remember, you will have to pay the fiddler. You can't do that kind of thing and not get your troubles—and plenty of e'm. You'll have to take the

consequences. And I'm afraid you don't realize just what the consequences will be."

"Oh, yes I do, my platitudinous brother. I may be a kid, but I've been keeping my eyes open. I know that people get just what is coming to them—and that what comes is pretty hot, sometimes. But I've made my bargain. I know just how much of the gay life I want and just about what it will cost. And I am willing to pay the price without a grumble. When the bill comes in, you will find me settling up without a whimper, like a good sport. I am going into this thing with open eyes. I will take the consequences. So it's nobody's business but my own."

"Well, of course," floundered poor Wiggins, distressed, "if that's the way you look at it, perhaps—maybe—I don't know but—"

"Why of course, Wiggins," Socratic came in, "if he will pay all the bills, and do it with a grin, isn't it his own affair? Even if you are his doting brother, can you live his life for him? If you always think for him, will he give his own thinker enough exercise to make it strong?"

The salad kid looked gratefully at his rescuer. Then he lit a cigarette with true Wigginsonian flourish.

"Well, if there's anything that fatigues me utterly," snorted Wiggins, "it's a cheap, little, cigarette-sucking sport, putting on airs because he is 'bad.' As if self-indulgence and weakness were something to be proud of!"

#### How a Good Sport Pays Up

"Well, I admire a good sport, don't you, Reggie?" Socratic winked, wickedly.

"You bet your insurance policy," swaggered the youth, blowing out a cloud

of smoke. "Mollycoddles don't make a hit with me."

"I like to see a fellow, like Reggie here, who is willing to take a chance now and again—to venture a little in the game of life—and to pay up like a little man when he loses. Isn't that your idea, Reggie?"

"Right O! Have a cigarette, Mr. Socratic?"

"Thanks, Reggie," murmured Socratic, ignoring the box, "I do like to see a man that has the nerve and the manhood to take the gaff, when he gets it, without a whimper—and without trying to shoulder it off upon someone else. Don't you despise a man like young Waddo Scadds—always whining around his father and begging the old man to pay his gambling debts and bar bills?"

"I should say I do," sniffed the lad, flicking the ash off his cigarette and swinging his leg with a careless abandon that was edifying to see.

"If a man wants to go the pace, let him go it while he's young, eh? But let him pay the score himself—all of it. Isn't that right?"

"Hurray for you Socratic! I didn't know you were such a bully old hoss. Come around to Pete's and have a drink."

#### Reggie Scorns the Welcher

"Don't care if I do, old fel'," swaggered Socratic, sitting solidly in his chair. "Pretty mean man that would make anyone else pay even a part of the price, don't you think, Reggie?"

"A rat-eyed welcher! That's what I'd call him, bugs crawl on him!" scorned Reggie, virtuously.

"Let me see, you studied physics in high school, didn't you?"

"Yep."

"Learned anything about the law of gravitation?"

"Sure thing. Every object in the universe attracts every other object in direct proportion to its mass and inversely as the square of the distance between them."

"Wasn't it with that law in mind that some poet wrote about the winking of the eyelids of the old man sitting in the sunlight affecting the most distant star?"

"Seems to me I have read something of that kind."

"Study political economy?"

"A little."

"What about the effect on the community of the production and use of wealth by any one unit in that community?"

"It has its effect, of course."

"Study physiology and hygiene?"

"Some."

"Know anything about the effect of the health of husband on wife and on children?"

"Good deal in it, I should say."

"Study psychology?"

"Quite a bit."

"Can any member of the community be miserable, melancholy, hopeless, and generally grouchy, or hateful, jealous, spiteful, and foul-minded, without affecting the mental condition of the whole community?"

"Seems not."

"Study philosophy?"

"Oh, a smattering."

"Believe that

'We are but parts of one stupendous whole, Whose body Nature is, and God the soul?'

"Oh, something like that."

"When one member of the 'great stupendous whole' suffers, then, all suffer?"

"Sure."

"Can you take all the consequences of your sporting life, then?"

"By the Hopping Hopkins! That's right! Why, a man couldn't side-step that logic to save his breakfast. You're too smart for me, Mr. Socratic. But you got me to commit myself, and I'm going to show you that I'm a good sport by standing by what I've said. I'm no gum-shoe welcher. And anyhow, I don't want any innocent people helping to pay for my high old times."

"True sporting blood, Reggie! Come on, Wiggins, let's all go out to the ball game."

And as we went, Reggie chucked his Egyptians into the sewer, put his hat on straight, rolled down his trousers, and quietly modified his strut.

#### Advertising a Service

ALL this rot about service makes me tired," fumed Fussberg, throwing down a magazine he had been reading. "Here is a fellow says that the science of business is the science of service—that he

profits most who serves best. Now every man with even half an eye can see that he profits most who looks out for Number One and puts up the biggest bluff."

"Oh, come Fuss, you're bluffing now," objected Dubheimer. "You seem to do your best to serve your patrons, anyhow."

"Present company always excepted, Dub, old man. Look at Jerry Miller. Was there ever a more faithful devotee of the service idea. He lives for nothing else under the sun but to serve Buck M. Eatomm. And yet he has dubbed along on a dinky kid's wages for the last five years. Where do his profits come in? Then there is Penny Gibson—no better man than Jerry. And yet, by pushing himself forward, he is manager over at Kerr Swett's, at a salary five times as large as Jerry's."

"Penny renders more and better service than Jerry, doesn't he?" Socratic wanted to know.

"Well, perhaps he does, but he doesn't have as much of the spirit of service—the idea of losing himself in the interest of his employer."

"Suppose Penny Gibson were to refuse to hold his job as manager, but were to insist upon being put in the shipping room as freight handler, like Jerry. Would he be serving the interests of his employer as well as he does now?"

"No, I suppose not. He's worth more to them where he is. But he pushed himself up there for his own benefit, not because he was particularly keen to serve old Swett."

"Suppose Jerry were to wake up and show Eatomm his true worth, advertise his value a little, let Buck know what a jewel he has in him, and Buck should appoint him manager. Wouldn't Jerry be rendering greater service to his employer than he is now?"

"Yes, I guess so. But he'll never do it unless he gets a little ambition to do something for his own interests."

"Suppose 'Trouble' Toughser were to find some way of bluffing Eatomm into making him manager. Would he be rendering his employer greater service than he does now—doing mediocre work as assistant janitor?"

"No, of course not."

"And in the long run, would he be doing any better for himself?"

"Well, I suppose not."

"If you had a cheap process for making high grade rubber out of coal tar and asphalt, would you be looking out for Number One if you were to make only enough for your own auto tires and garden hose?"

"No."

"Would you be serving others?"

"No, of course not. This is on me, again. I ought to have known better. The interests of employer and employe, of buyer and seller are mutual. The power to serve involves an opportunity to serve. And to get the opportunity to serve, a man must advertise—advertise himself, or his goods, or both."

**D**EARLY Beloved: The world was made for you. All that has gone before was that you might be. If you desire wealth, it can be yours. If you desire fame, it can be yours. But you must pay the price. Industry is the only coin acceptable at the gate of success. Our Roosevelts, our Carnegies, our Whitmans, our Edisons have bought their way to Glory by hard labor. It's "the only way." The world and all therein is—that you want—is yours, if you pay the price in the free coin of the realm—industry.

GLEN BUCK

# Some Random Thoughts on Business Building and Man Building: *by* A.F. Sheldon

## Profit and Service

**T**HE service rendered in quality of goods and excellence of attention in every way to the needs and the good of the patron is what persuades him to become your permanent and profitable patron. So the heart of all business is service.

I know that there are people, even today, who look askance at this idea of service in business and science in salesmanship. But I find that they almost all live in the backwoods. They remind me of the backwoodsman who came into town and for the first time saw the circus. He was able to accept everything as real until he came to the giraffe. He looked it all over, went around and got a rear view and then went outside. When he got out he took a chew of tobacco out of his mouth, threw it on the sidewalk, and said: "Oh, hell! there ain't no such animal."

And there are people today who say, "there ain't no such animal" as scientific salesmanship when it comes to the distributing end of the business.

## The Majesty of Natural Law

You can't get away from penalty for the violation of natural law. We have to pay the penalty in the subtraction from the otherwise possible totality of our success. An employe is late in the morning—late again—gets fired.

Hard luck?

Oh, no. Violation of natural law.

Great men and great institutions reflect Nature's law; and Nature is always on time. The astronomer knows that so well that he can focus his telescope at a given point in the heavens and rest with faith, knowing that the planet will be there on time, even though it hasn't been there for one hundred years before.

We as men can't make any of those laws. All we can do is to perceive them as clearly as we can. Then, if we can go a step further and state them clearly, we have a science of success in business, because life

and success in it is a matter of eternal law, not luck.

## The Salesman and the Credit Man

Credit is that confidence that is reposed in men on account of their character and financial responsibility.

More and more I find that credit men—wise credit men—are placing greater emphasis upon the character of the man, upon his inclination to pay.

One great credit man said: "I would rather extend credit to a man with reasonable earning power with the inclination to pay than to a rich man with an inclination to avoid debts."

I believe that credit men, as a rule, understand better than almost any other aggregation of men the fact that confidence is in deed and fact the basis of all trade. It is in truth not only the basis, the foundation of trade, but the very atmosphere in which it grows.

And now just a word about the composite salesman, the institution itself.

Of business economics there are four grand branches: First, management; second, finance, or the science of raising and disbursing of funds; third, the providing department; fourth, the sales department, the channel through which the efforts of the institution flow out to the world.

No chain is stronger than its weakest link, and no business stronger than its weakest department.

It is wrong to charge the salesman for lack of public confidence in the business if either of the other three branches are weak. The profits made by good salesmen can all be made to go glimmering through the weakness of the other departments. It shows that the departments in a business, just as men in society, are neither independent nor dependent, but that they are inter-dependent. We are in fact but parts of one great whole.

I have known the good work of a splendid salesman to be all undone by untactful work of the credit man.

On the other hand, I have known the splendid work of a credit man to be undone and over-ruled by the unreasonableness of a salesman.

We must unite. United effort is what counts.

I have known the splendid work of a salesman to be undone and confidence in the composite salesman, the institution itself, destroyed by the sloppy, careless work of a stenographer even.

Every thought that we think, every word that we speak and every act that we perform—and that includes everybody in the institution—either adds to the sum of the confidence that the buying public has in the institution or it subtracts in some degree from it. There is absolutely no neutral ground. So we see the responsibility resting upon each and every individual in each department of the four branches of business economics.

Our reasoning carries us to this conclusion, that the profit making power depends upon each unit in the institution. Make the units in the institution all right, and then the institution is all right. Make each institution right, and then the community is all right. Make each community all right and then the state is all right. Make each state all right and then the nation is all right. Make each nation right and then the world is all right, and then we are all right.

But we must get back to the units in the units, the individual; and then the units must get busy with the units in themselves, and the units are the qualities in man.

#### Value of Organizations of Business Men

There is possibly no greater factor in the upbuilding of business knowledge than organizations of men engaged in the same lines of business. They are one of the signs of the evolution of trade to a higher plane of consciousness. Through them we come to realize that we are interdependent. They are splendid evidences of co-operative power.

A few years ago a man that had learned some good things about his business would be likely to keep them to himself. I wonder if there is one of my readers who, having good points that he knows make sales, guards them and does not pass them

along to the other fellow. If there be one such, let's remember that learning is like love—the more we give, the more we have.

Let's not be like those two New England farmers that someone told about not long ago. They met each morning, going to their work. Neither was noted for talking much. The ordinary conversation was:

"Morning, Si!"

"Morning, Rubel!"

"Fine morning?"

"Yes, fine morning."

One day the conversation varied to this degree:

"Good morning, Si!"

"Good morning, Rubel!"

"Fine morning?"

"Yes, fine morning."

"What did you give your horse when it had the heaves?"

"Turpentine."

The next morning.

"Morning, Si!"

"Morning, Rubel!"

"Fine morning?"

"Yes, fine morning."

"What did you say you gave your horse?"

"Turpentine."

"I gave it to mine and killed it."

"It killed mine too."

It wouldn't have cost Si anything to have told Rube that, and it would have saved the life of Rube's horse.

#### The Honorable Work of Profit-Making

Is it sordid to talk of profits? Or are they the legitimate function of business? Let us remember that the profit we make, as long as it is legitimate profit, is but the pay we get for the service we render. If we serve well we are entitled to the profit.

All the laws of man and God back that law up. "The servant is worthy of his hire," and "The greatest among you shall be your servant," are literal truths—sound business truths.

Many salesmen, unprofessional salesmen, have a begging attitude when they approach a prospect. They act as if they hadn't just as good a right to go into that fellow's office as anyone else—a kind of apologetic air.

But I can hear the voice of the master salesman vibrating with the consciousness of his power to serve. There is no cringing in it. Neither is there an air of blatant



egotism which you see in some men. But there is that modesty which is always an evidence of greatness and which makes the other fellow glad to deal with him.

#### **Developing Power of Action**

How are you going to do the right things? That is answered in the discussion of the will. The whole stream of consciousness is knowing, plus feeling, plus willing. That's all there is to your mind, my mind, anybody's mind.

Likening consciousness to a stream, we can liken the thought to the water in the stream, the feelings to the temperature of the water, and the will to the rapidity, its moving power, its current.

Thought intensified results in feeling, and feeling made intense enough results in action. Thought plus feeling equals conduct. But it musn't be the wishy-washy kind of thought; it must be the intensified thought, resulting in intensified feeling, which results in turn in intensified action.

Do you know, there are many men who spend so much time thinking about their thoughts and feeling about their feelings they don't have any time for action.

I once had the pleasure of listening to an address on "The Little Things." It was one of the greatest addresses I have heard for a long time, and it was really very beautiful. One of the things which rang true was this: "The reason boys," he said, "we don't sell more insurance is because we fail to do the things we ought to do, and know we ought to do, at the time we ought to do them."

#### **King Will and His Advisers and Subjects**

One of the first things to get in mind is that the will does two things—it decides and acts. Some authorities say, "one" just acts, and that the intellect decides. The intellect in forming a judgment doesn't decide; it simply enlightens the will.

I like to look upon my will as the king on my mental throne. His cabinet is the intellect. Among other things, it has the power of forming judgments. But the only thing a judgment is good for is to enlighten the king, the will. He has to decide the question.

I like to look upon my feelings as subjects pleading with the will. But the will sits up there on the throne. He's boss. Some-

times he's a weak boss, but he's boss just the same, for weal or for woe.

Look upon the will as the king in the sense of the old monarch who was absolute monarch of all he surveyed. His will ruled the kingdom. His cabinet could talk to him and enlighten him, his subjects could come and plead with him. He would listen to them all, and then would say, "Your head comes off." "You are rewarded," etc. "I am it. I am boss."

And your will, my will and everybody's will bears exactly that relation to the intellect and the sensibilities. It's the decider and acter.

Can I hear you ask, "How do you reconcile that with the statement you have just made, that thought plus feeling equals conduct. That if you make the thought intent enough and the feelings intent enough, then the will is bound to be the slave of the thought and the feeling?"

I wonder if I am in a corner. Have we reasoned in a circle?

No! I will tell you why. It's because of that plus element in mentality, that awareness of the ego. I know and know that I am knowing. I feel and can know that I am feeling. I can will and know that I am willing. Yes, I can will, and I can will to will; and I can will to know and can will to feel.

My will can say this: "Here, Sheldon, your thoughts are going along certain lines and they are causing certain feelings. I know the law that thought plus feeling equals conduct. I know these thoughts are negative thoughts; I know they are generating a corresponding negative feeling; and I know, according to natural law they will result in wrong actions. But I will not only will, but will to will. I will switch the current and your intellect will begin to think different thoughts that will generate different feelings; and then you, Sheldon, will act differently."

The will is supreme. Man can make himself what he wills to make himself. He's absolute master of himself if he wills to be, because he can switch the current—he can control his own thoughts.

#### **Five Steps in Action of the Will**

Get right down to the analysis of the action of the will, and there are five steps

in it. The first one is the desire to do a thing. That's at the root of our growth; it's at the beginning of all action.

The second one is a reason, impelled by a feeling, which makes the motive for doing it; and the third is a decision of what to do; the fourth is a decision of how to do it; and the fifth is turning on the current and the act of doing it. That's all there is to the will.

I know some people who stop way back here with this first step. They desire to do a thing. Oh, how they desire health, long life, money and honor! They think they do, but they have a wishbone where the backbone ought to be, and the wishbone isn't very strong at that—just a cartilage sort of affair.

I know others who have that desire to do a thing, and they have a reason impelled

by a feeling for doing it, but they stop there. I know others who seem to stop after they have decided what to do, having a reason for doing it. They make up their mind what to do, and then it takes too long to decide how to do it.

I know others who seem to have those four steps well defined—desire, a reason impelled by a feeling for doing it, decision what to do and how to do it. Still there is nothing doing, at least not very often. They need the turning on of the power.

When you have turned on the power, keep it up. Spasmodic effort doesn't count. The salesman out on the road who works as many hours each day as the average man and then makes one, two, three more calls after the other fellow with the wishbone has gone back to the hotel—watch him if you want to see a climber.

## A Minor Detail, But—

By ESTHER THARIO

**T**HOSE who have studied the reasons why the United States has been at a disadvantage in building up its export trade in manufactured goods, say that one fruitful cause of loss of confidence is the failure to put enough postage on foreign mail.

Here is the way a London firm turned that seeming disadvantage into a real advantage. They had sent out a form letter to advertisers in the United States, calling attention to their publication as a medium for increasing sales in the United Kingdom. The advertising manager of a well-known Chicago house had received one of these letters and, influenced by the excellence of the selling talk, had replied. A few weeks later, he received this letter:

Dear Sir: On April 8, we wrote you suggesting the possibility of your obtaining business in Great Britain by making use of our publication entitled "The Success Ladder," a copy of which we sent you.

We greatly regret to learn that this was insufficiently stamped and consequently twelve cents to pay by way of extra postage on this matter. We have the pleasure, therefore, of enclosing you herewith this amount, and regret

any inconvenience which you may have been caused.

Yours faithfully,

KING-POTTER, CLEMENTS & Co., LTD.

The advertising manager was surprised to learn that his correspondents had discovered the shortage of postage, if there had been any, because he didn't think that anyone in his department would have complained about the shortage. So, in his letter acknowledging their courtesy, he added this paragraph:

We have your letter of May 10, enclosing twelve cents postage to cover an alleged charge for postage on matter mailed to us. Kindly accept thanks.

We are curious to learn, however, in what manner this came to your attention, as it was certainly not in any way through our office.

In their reply, the London firm said that their records showed that one letter, sent on that day, had been insufficiently stamped. They then mailed twelve cents to each of the firms to whom they had written about their publication.

Comment is needless.



*Extracts from the Actual Correspondence between the Sales Manager of the Geo. F. Eberhard Company, San Francisco, and a Live Organization of Business Builders*

### **Thoroughness Plus a Plan**

*Being Part of a General Letter to  
the Sales Force*

**I**F ALL the inquiry and speculation that is undertaken in a search for the secret of success could be compounded into energy and expended in an effort to "do something" thoroughly, or to carry out a plan in connection with some good work, it would show the searcher for the secret, the way to succeed.

In selling, the keystone in the building of the arch of success is thoroughness plus a plan.

The salesman who undertakes to sell goods on the road either learns this and succeeds and profits thereby, or fails to learn it and fails to profit. To him who has succeeded the proof is plain.

Thoroughness plus a plan means to see every possible customer—make every possible town—spend the full time and energy to make your goods understood. You carry a message that every dealer should heed. It is one of added sales, more profits and pleased consumers if they work with us.

To win you must be thorough. The dealer you overlook to-day would have been your customer of tomorrow. It's too true that the dealer you did not see had an order. And small dealers have a habit of growing into big dealers.

Remember, your competitor usually is not thorough, so here is an advantage you can cultivate without cost.

#### **The Plan that Spells Success**

The plan—well, that means you must know your goods, the policy behind the

goods, the possibilities for their sale, and your competitor's weakness.

You must know every arrow in your quiver of sales talk.

You must keep right physically, mentally and morally—you must have a well thought out, effective way of calling on all possible trade—to use the 'phone, the mail, the advertising to gain time, supplement your work and cement the impression you want to leave in the dealer's mind. It also means correspondence answered promptly, orders made out correctly, expenses studied and your work recorded.

Some one once said, "salesmen are born, not made." I tell you that, as a salesman, you're a business problem in yourself, and being born did not solve it. Your day's work should be to keep interested, active and enthusiastic every minute, busy doing things.

Record what you can do next trip. When the present visit to a customer or town has been completed and before you go after the customer or into the town again, read up your past records—don't guess or trust to memory. Know, and then get ahead by taking advantage of your preparation.

That is where thoroughness and a plan help.

Be thorough and follow a plan as you work. Don't overlook a prospect or a detail and the result will make your work easier and more pleasant every day.

The more you do right the more you can do right the next time with less effort.

Get out your mental looking glass and clean house. Then start ahead with a

better plan for the day's work and be thorough.

### Value of Constructive Criticism

**I** HAVE read your letter in reply to my criticism I am glad it is well taken. I believe this is one reason Jeffries met defeat. Everyone that visited his camp would say, "Jeff, old boy, I have just been over to see the Smoke and it will be like running a drag net through a school of fish."

So Jeffries didn't train as he should. Had they criticized him and said, "the Smoke looks good," it would have set him to thinking and he would have trained better and maybe won the fight.

It is well for all of us to listen to criticism. I am willing to extend my co-operation at all times to you.

### Co-operation in Sending Criticisms, Suggestions, Reports and Data

**Y**OUR letter of July 11th while not a complete surprise, nevertheless contains some surprising information.

Your handling of daily reports and also the answering of correspondence is open to some little criticism. In saying this I must do so qualifying my remarks with the realization that you may not have received some of the letters to which I have been awaiting answers.

In the building up and carrying on of this business it is very necessary that each unit in the field should co-operate with the office when I find it necessary to ask them for suggestions or information.

### The Strength of the Organization

Our organization is just as strong as the combined strength of the departmental units. Each department is only as strong as the combined strength of the individuals in that department.

Therefore, anyone who will not co-operate to the fullest extent of his ability in trying to suggest ideas or make criticisms of plans we are carrying on, when asked for, is weakening the department. If there are ten units and one does not co-operate, the department is just nine units strong.

When three or four stay out, its efficiency is reduced one-half.

The office can not undertake new work or endeavor to improve details of established work without the active help of the man in the field. This is one feature I would like to have you think over.

Don't jump to any conclusion, but by the time you come to San Francisco for the convention if you will have done your best and answered the several letters that will be sent to you regarding data wanted for the convention, I will show you clearly what I mean when I review this part of the development of our business at the convention.

Please see that reports come forward daily as soon as you start in work. In the meantime I trust that your rest has been most beneficial and that you feel in the best of spirits and have your enthusiasm back so that you can get what we are after or lay the ground for it.

### Bracing Up an Apologetic Salesman

**Y**OUR personal of the 13th winds up all right, but somehow, it seems that you are off wrong.

There is no need of your apologizing unless you overlook something. You have a certain territory to cover, definite plans and instructions to go by and as I understand it, the health and knowledge and inclination backed with the enthusiasm essential to carry the work to a successful conclusion.

If this is all correct and you are doing your part with a margin of safety, that is, doing a little more than may be necessary at all times, don't apologize and don't explain.

Put your teeth together occasionally and get off somewhere and think quietly what you are doing and if you don't start right off making a great big whirlwind success, stick.

You know that the work you have before you can be carried out successfully by someone and from both our analyses you know the most likely man in the organization for the particular work is yourself. The detail is up to you and you should put

your full time and energy to it so as to solve all the problems at the earliest possible moment.

That I am with you and appreciate what you are up against and have the patience to let you finish, goes without saying. If you had not had the necessary attributes to back up the play I would not have let you undertake it.

#### **The Right Mental Attitude in Training**

I am interested in the reports you are sending in—also the business you are doing. There are a few things that occur to me that may help at this time.

When you have endeavored to increase the business of the various merchants or add new lines or new trade and you find an opportunity to do something on the established lines without interfering with the work you are doing, take the business.

If it does not do anything else it will make you feel more cheerful because I know the concrete returns are what we all like. But I leave it to you strictly in charge to not let this privilege interfere with the good and necessary work you have undertaken.

Keep on training, be thorough and don't train lop-sided as our old champion, Jeffries, did and by the time you get back from the try-out trip I am satisfied that you will be able to hold down the special work that you have undertaken throughout the entire territory.

Don't let the doing of it however, wear on you as the necessity of sustaining the reputation of the white race wore on Jeffries. Both you and I know that you can do what you have started out to do. All you have to do is direct your time, thought and energy to accomplish it. It is new work and calls for careful study and as in the case of all other new work a great many little difficulties will have to be overcome.

There will be a lot of trifles that will interfere that you will have to straighten out. Put your time and energy and enthusiasm to doing this, the rest is certain.

Don't take it from this letter that when you feel that you want some one to tell your troubles to that I am not here to receive them. Don't keep your troubles

to yourself, because they get to be excess baggage and it wears on your mental and physical condition.

#### **About Choosing a Permanent Location**

**Y**OUR interesting note of the 12th is a hard one to answer.

I realize that no matter what I say, my motive and understanding is apt to be questioned but I have found in my career that it is best to say just what you think if you feel you're right, so here goes:

I could loan you the money you desire, but I will not. My reason for refusing you is based upon several thoughts, the first of which is that I do not believe you know enough about that section of the country to invest that much money so early in your married life and undertake the burden of paying the interest and principal.

I don't believe that is a desirable section to tie to and I believe that there are other things surrounding the location there that would tend to disappoint you if you tried to live there.

I realize that this is your business but I also appreciate that the money is mine and assisting a good friend like yourself should always bear with it two elements: that of business and safety, and also that of helping the other fellow to do something worth while.

Ordinarily, I would not consider loaning more than half the value of any land and I don't take much stock in loaning money on improvements. The value of land in that section where you are is boosted so high that I should want to investigate personally before I loaned even my limit.

#### **Why a Man Should Stay Put**

I trust that you will hesitate before tying down to any new community until you and your good wife really know where you want to live. There is no need of your beginning permanently right away.

Follow your own inclinations for a little while and get stung a few times in a small way and then you will, between you, have arrived at a basis wherein you will know what you want permanently to tie to in the way of a locality to live in or work permanently to undertake.

When I speak of permanency I do so with the full appreciation that unless a man ties to a community or ties to some particular line of endeavor and lets time and continued identity in one place build him, he is going to lay himself open to being a "down and outer" in his old age.

Of course I realize that when one chap tells another what to do even though the advice is good, it is usually received with considerable mental reservation.

It is up to you, but this deal is not on my money. If you don't put it over and strike something else in your wanderings, don't be bashful, try again, you may find something that I like.

### Service (An Appreciation)

*Being Part of a General Letter to  
the Sales Force*

**A** REPLY to my last Bulletin, where I outlined my belief, that service was the vital force in business, asks the question:

"What has this Service ideal done for you?"

One of those typical, practical business questions—a bit direct and cold, but here goes for the answer.

This must be in the nature of a testimonial, and to start right, an apology for one who has been ill and is cured of a business, mental, moral or physical error should always apologize for being subject to error before testifying to the cure.

I can say with a complete foundation of fact that I have tried directly, or have been associated or employed in business ventures that used all the modern and some ancient methods before I understood the ideal of service. The appreciation of "service" as a scientific, fundamental business law was not born with me.

Sometimes I feel that very little was born in me. About everything worth while in my own and our business career is the result of close study and hard effort to overcome negatives and weakness, and to substitute positives and strength.

In the advertising and selling professions, that is the advertising and sales agencies as they are generally known, the big man was at one time the chap who could get the account.

The campaign director, sales manager, copy writer, artist, salesman, demonstrator and record systematizer were all secondary.

Today it is reversed. The big men are the ones who do the actual work. The getting of accounts comes from the reputation established by good service that the agency renders and the successful campaigns that they conduct.

The getting of accounts is easy. The big man is not the chap who secures a lot of agencies or advertising accounts. The actual conduct of the work, the attention to detail, the application of system, the actual traveling of the territory and the sales made are what count.

The smooth chap in the selling business has passed. Now, it is necessary to show a list of towns traveled, money expended in actual sales work and records of real salesmanship. Add that to the right handling of advertising, the placing of display material, the attention to all the minute detail and it leads to real success, as compared with the thousand and one manufacturers and advertising agents whose principal effort is expended in the securing of accounts, not in the building of business, or, in other words, rendering real tangible service.

Our business with a few campaigns, less than at any time in our history, is larger than ever before. Our sales record, compared to the results secured in other sections of the United States on the same line, show, in proportion to population, a bigger business than the eastern branches on the majority of our lines.

Where the result is not in our favor, there are physical or trade conditions that are readily apparent.

This is what the ideal of rendering service means to us.

It has put us in the lead, it has broadened us individually, and we always have more business offered us than we can attend to. Our rule to undertake only what we can do right in accord with our ideal of "Service" has made us successful.

"The men who get most out of God's great hours are they who get something out of every hour."—*British Weekly*.



FORD has a reputation with his house that most of the rest of us fellows on the road envy. Some of us may have a little higher mark in total sales, although some who beat him at that are very few, but they don't beat him much. But there isn't a man traveling these roads that can catch him when it comes to getting the price.

For a long time I watched his work whenever I had the chance, which was frequently, as we often happened to be together. But I couldn't quite make out how he did it.

Of course it did no good to ask him. He didn't know any difference between his work and that of the rest of us.

"Of course, I do my best to get good prices," he said, "but I have to come down, sometimes, just like the rest of you. I don't know why it is that they buy of me so often without my dropping."

Then one day, when I was loafing in a sample room, it came to me like a flash. Ford had a prospect with him, and was selling shoes.

"Why," I said to myself, "Ford handles the brogans as if they were priceless art objects! No wonder the buyer gets the bargain hammered in that they are valuable—and worth the price."

I had noticed before that Ford always had his samples clean and new. He always displayed them well, too, using artistic series that he never allowed to get faded, wrinkled, mussed, or worn. But there were a number of us that gave our samples the same, or nearly the same care. The difference was that Ford always displayed his shoes with his finger tips, gazed at them as if their beauty entranced him, never—oh never—threw them about, or put them down carelessly, or permitted his

prospects to handle them roughly. If any of them tried it, he always found some excuse to get the goods in his own hands, tactfully, and show by example how they should be taken up.

I fully believe that this was the secret of Ford's mysterious power to get the price.

### Men Who Attempted More

SHELDON says, "The reason some men accomplish more than others is because they attempt more."

I have been attending the 1910 session of The Sheldon Summer School, and I have learned a great deal about business getting and business building from the lectures, quizzes, and sales demonstrations.

The salesman, manager, correspondent, office man, professional man, or any other man or woman in business who does not attend these lively gatherings on the shores of Lake Eara is missing more than he will ever know. One idea among the thousands that fly around there, thick as flies in August, might be worth thousands of dollars to him.

But I didn't find the lectures and quizzes and demonstration sales the only mines of ideas—not by several city blocks. I picked up some of the best practical business selling, and advertising ideas I ever found in my life from different members of the Tribe of Area that was organized while I was there. Among them were a number illustrating the truth of Sheldon's stimulating aphorism about the men who attempt more.

### A Sensational Sale

There is Baird of Winnipeg, Manitoba; one of the keen "Canadian Bunch" at the Summer School. One of his associates told me this.

On approaching a leading business man he found him bitterly hostile to the line Baird carries—didn't want to hear about it.

The man was loud of voice and arrogant of manner. The timid order taker would have put on the soft pedal, stammered his excuses and made his get-away as gracefully as he could. But Baird sized up the bluster as ninety-five per cent bluff—and dared to go after his man rough-shod. From facts right under the raging prospect's eyes he showed him where he was losing money every day—lots of it—by not handling that line. The prospect resented that and tried to defend himself with loud words. Baird showed that he could talk as loud as the other fellow and finally backed his man into a corner. When he had reduced him to submission, he changed his tactics, showed his natural suavity, and began to talk a big deal.

And when he walked out of the office where he had attempted so much, he had also accomplished much, for he had a big order, with the big man's name properly signed on the famous dotted line.

#### Why Set a Mark?

Just to show you what an incentive will do for a man in salesmanship, let me tell you a little about Benjamin, of Boston.

Benjamin is a specialty salesman. He sells, direct to the consumer, a high-class, high-price proposition. There is a tradition among some of the men representing the house on the field that business is dull in the summer months, and that there is very little use working up a perspiration trying to make any records.

"Just keep things going," is the motto of those who attempt little.

But Benjamin's house promised to pay all his expenses to the Sheldon Summer School if he would land a certain quota of orders before the school opened.

It was a big quota, and Benjamin had a mighty short time to make it—and in the good old summer time, too. But he had the courage to attempt it and went to work.

At first he had fair success, and the coveted trip to Area seemed within his grasp. But the weather kept getting hotter and prospects crosser and sleepier, and for a few days he fell far below the necessary

number of autographs. He took a stiff horn of positive auto-suggestion every morning, a pony of courage before approaching each prospect, and a few fingers of good cheer after each turn-down. Still there were no interesting events.

The last week dawned, and if Benjamin hadn't been one of those who attempt more and then stick until they win, that would have been a mighty blue Monday for him, because he was still far behind. But he closed a few deals that day and the next, getting him a little nearer the goal. But still so far away that most men would have given up.

Then day after day went by without an order, although Benjamin worked like a man leading a forlorn hope.

The last day came along, as days will, no matter how unwelcome, and our friend was still six orders behind the quota. He went out that day, undaunted and cheerful, with "do or die" written all over him and soaked all through him. The people in the office were standing on tip-toe and holding their breaths by this time.

Would he get the six?

It seemed impossible after several days in which he had not landed even one.

But when Benjamin came into the office that night, he quietly laid ten perfectly good orders on the manager's desk.

And so I met him at the Summer School.

Why set a mark for yourself?

It will pay.

#### A Relief from Things

**I** WOULDN'T have missed going to Gene's for all the commissions on a week's business. I always go to see Gene when I am within reaching distance.

Gene is a successful business man. He is master of his own growing business. He knows every detail of it. He organizes, systemizes, advertises, sells, produces, buys, and finances it, through his subordinates, with a deftness, vigor, and efficiency that is winning.

I admire Gene for all this. I like to talk business with him because he is always full of new ideas—just bristles with 'em. I never talk with him that I don't get something that is worth the price of a ticket to the town where Gene is a prominent figure.



You can see by all this that my friend is no advocate of the masterful (?) policy of secrecy. Far be it from such! When he gets hold of a good idea, he passes it along—even to his competitors.

"The better service they give, the more money they make," says Gene, "the better the reputation of this line of business generally. I want people to get it into their heads that firms in our line of business can render great service, that we are honest and reliable, that our prices are fair but firm, that there are thousands of things that we can do for them that they never thought of. Then we shall all sell more goods, make better profits, and enjoy our work better. As I see it, the future of my business depends upon my power to educate myself, my employes, my competitors, and the public. So, as soon as I strike anything new and good, out it goes to everybody interested. If it will help anyone not in this exact line, I give it to him too, because more prosperity and better methods in any field of trade is good for my business."

But that isn't what I started in to tell you about.

After I had finished my business with Gene at the office, I went home to dinner with him, and spent the night. And I might just as well own up that I spent most of the night talking with Gene and his charming wife.

But, full of business as we both were, we didn't talk one word of shop. My goodness no! Now wait a minute, I'm not one of those that think that it is rudeness to talk shop. I like to talk shop, and I like to hear men talk shop. But I do think that it is bad business to talk shop all the time.

#### What We Talked About

Gene and his wife and I talked art, music, literature, philosophy, politics, farming, gardening, horticulture, travel, science, ethics, religion, history, character analysis, education, and a lot of other *ideas*. Get that? *Ideas*. Yes.

I get tired, at last, of talking about *things*—the weather, dress, base ball, prize fights, the food on the table, the furniture in the room, troubles with servants, dollars and cents, merchandise, real estate, diseases

and their symptoms, the latest scandal, who's "going with" who, dogs, horses, "what's trumps?" what is good for warts, and "the perfectly killing thing Percy said at the dance last night—we all just shrieked." Things!

There are many people who talk about things until they starve their minds to death. Minds have to feed on ideas. When starved, they get so they can't even take in an idea—much less talk about one.

There are men with splendid brains who narrow down their mental activities to factories, mines, railroads, banks, ledgers, notes, mortgages, sugar, prunes, gingham, shoes, metals and stones, tobacco, stoves, peanuts, and pop corn. Things!

And the other areas of their brains finally dry up and die from disuse.

Now, we need to think and talk about things. We live in a world of things. If we don't look after things, we shall soon find not only brain but body as well drying up and dying. But the man whose brain can deal only with things loses his power to know, feel, appreciate, and enjoy truth, beauty, goodness, love, harmony, faith, justice, and most important of all, happiness.

You and I have known men who, in their youth, loved music and good books, Nature and beautiful pictures, purity and nobility of character. We have seen them set out to get wealth so that they might enjoy these soul gratifications. And we have seen them, their wealth acquired, pitifully trying to stimulate into at least a semblance of life their atrophied souls.

Now, Gene doesn't submit to being that kind of victim.

He keeps up his interest in the true, the beautiful, and the good. He uses the brain areas that function in their production and enjoyment. By use, he not only keeps them alive, but develops them, so that his enjoyment and appreciation increase.

And with it all, he is a good business man.

There is an increasing number of men like Gene in the business world. I meet them every day as I prospect around for orders.

They are one of the most hopeful signs of the times.



# The PHILOSOPHER AMONG HIS BOOKS

*If books cost in proportion to their grade or value, or if the higher levels of composition and creation were, of necessity, so written that they could be understood only by severe application, like that of learning a foreign language or the higher mathematics, how would society be affected with a fresh and worthy sense of the privilege of books and reading! If only the aristocracy of wealth could buy Dante and the Waverly novels, and the literature of the age of Elizabeth, or could read of Copernicus, or Herschell's astronomy, or could own the Prophets and the four Gospels! No, we do not say the empire of letters, the aristocracy or oligarchy of letters, but the republic of letters.—T. Starr King.*

**BUSINESS POWER—A PRACTICAL MANUAL IN FINANCIAL ABILITY—By Frank Channing Haddock. Albert Lewis Pelton, Meriden, Connecticut. \$3.00.**

This is another of the remarkable books of The Power-Book Library, all by this author, principal among which is the great book, "Power of Will." Mr. Haddock combines with a mind of singular analytical power a wide knowledge of men and things. This ability to think clearly and soundly all the way up to universal principles, combined with the solid ground-work of experience, has of course sent Mr. Haddock straight to the heart of the problem of business power—education. Likewise, he has seen the light—in a measure—of power for service as the aim of education. This is the way he puts it in his statement of "Principles Basic to Business":

"The broadest foundation of permanent business is that personal intelligence which operates by skill rather than by force, for community benefit in part rather than for individual interest solely, and for long-run development rather than for individual success. . . . These requirements resolve into magneto-practical personal adjustment, applied with confident courage to continuing gratification of developing community desires, to the end of a satisfactory balance of self-interest with other-interest, the two great polar forces of financial success."

In this, of course, Mr. Haddock is recognizing things-as-they-are in the business world, rather than setting up the perfect standard of things-as-they-ought-to-be. There is in reality no polarity of the forces "self-interest and other-interest" in financial success. True self-interest is other-interest, and true other-interest is self-interest.

But that is taking a high plane—the cosmic plane—and the average business man has not yet attained unto it. From his own point of view, Mr. Haddock is perhaps right in leading

him gently. True it is, at any rate, that a development upon the lines laid down in this book, and a practical application of its concrete rules will lead the student considerable distance up the mountain of mutual benefit.

The book, which is a large volume of five hundred and fifty-six pages, takes up the subject of Business Power under four heads: The Personal Factors, Economic Laws and Business Maxims, Psychology in Business, and Business in Fact.

The work is direct highly ingenious, and practical. It is full of ideas of value to men and women in every department of business life, and deserves a place at the elbow, both as a book of reference, and as supplementary reading and study to a course in the science of business.

**THE ATTAINMENT OF EFFICIENCY—RATIONAL METHODS OF DEVELOPING HEALTH AND PERSONAL POWER—By W. R. C. Latson, M. D. The Health Culture Company, New York. \$1.00.**

Dr. Latson, the able editor of the magazine, "Health Culture," is about as moderate and sane a "health crank" as we have among those who, for our own good, keep prodding us with reminders that Nature is an exacting executive of her own laws and never, no matter how "deserving" the accused, remits any of the penalty. In this little book, he takes it for granted that you and I wish to attain efficiency, and then tells us how we can do it—by getting into harmony with Nature's laws. And then, so that we may not walk entirely in the darkness, he tells us several of the most important of these laws.

Wisely enough, Dr. Latson begins his work by pointing out the supremacy of mind in man—supreme for ill as well as for good. Health, therefore, and disease, have their source in the mind. Many diseases are purely mental—the

direct result of mental states. Other diseases are more indirectly mental in their origin—as for instance, rheumatism, resulting from gross over-feeding, the over-feeding being due to mental coarseness and lack of self-control.

The conquest of one's own mental realm therefore becomes the first requisite to efficiency. Dr. Latson devotes several strong chapters to this. Then he takes up, briefly, the principal laws for the development of personal magnetism, health, endurance, happiness, and long life.

The last few chapters of the book are devoted to the practical side of the question, and deal with rest, sleep, beauty, grace, feeding, and self-cure.

**THE RATIONAL LIFE—BEING A BOOK OF ESSAYS ON VITAL THEMES—By Will J. Erwood.**  
*Will J. Erwood Company, Baltimore, Maryland. \$1.00.*

I like this book immensely—in spots. The author's idea of what constitutes a rational life coincides pretty closely with my own—which means, of course, that he is just about right on the subject. In plain, forcible language, impelled by strong feeling, the author deals with the vital issues of life—the things that are so fundamental and important that they are discussed very little by people who don't like to think seriously. I am glad to see that there are beginning to arise men with either the fool-hardiness or the courage to speak plainly about love, marriage, divorce, the sex question, and social evils. I may be wrong, but I feel strongly that we shall never get out of the mire of impurity until such subjects become topics of as cool-minded and clean-hearted conversation as books, music, and flowers. The more men like Mr. Erwood write as he has written, the more sanely will the people think and talk.

But I said that I liked the book in spots. Brilliant and intensely in earnest as Mr. Erwood is, I fear that he has permitted his natural pessimistic tendency to color too darkly his picture of the state of modern society and civilization. And even if he has not exaggerated the evils he decries—as I think he has—I'm of the opinion that he isn't helping us very far toward the rational life by dwelling upon the negatives at such length. There is much that is pure, sweet, wholesome, noble, and uplifting in men and women as they live today—more, I believe, than at any other period of the existence of the race. And the negative conditions can be overcome only by dwelling upon and developing the positive or bright side of life.

True, ignorance is the cause of most of our ills, but I don't believe that ignorance of the "appalling conditions" of modern life ever hurt anyone.

**GOVERNMENT BY INFLUENCE AND OTHER ADDRESSES—By Elmer Ellsworth Brown, Commissioner of Education of the United States.**  
*Longmans, Green, and Company, New York.*

Here is an exceedingly valuable book for anyone interested in the subject and problems of education—and that ought to be anyone that can read. It is in the nature of a series of addresses,

delivered at various times and places by the author, and then revised for publication in this form.

The first address is based upon the words of Daniel Webster, referring to the public school system of Massachusetts, when he said:

"By general instruction, we seek, as far as possible, to purify the whole moral atmosphere; to keep good sentiments uppermost, and to turn the strong current of feeling and opinion, as well as the censures of law, and the denunciations of religion, against immorality and crime. We hope for a security, beyond the law, and above the law, in the prevalence of enlightened and well principled moral sentiment."

Commenting directly upon this dictum, the speaker says:

"It is easier, cheaper, and better to keep order by making men moral and self-governing than by maintaining more guardians of the peace. This is the doctrine in its lowest terms, for it takes account only of the police function of government and of education only as forming law-abiding citizens. But if influence is the better part of the power of the police, then in an enlightened state, when we come into the wider ranges of governmental activity, influence must play a still larger part and force a relatively lessening part. Government by influence, in other words, is destined to be a generally prevailing mode of government."

This idea, to a greater or less extent, is the text for all the other addresses in the compilation. These deal with a variety of specific subjects, but all have running through them the golden thread of this thought.

I have only one criticism to offer on the book, and that criticism nearly all books on educational subjects that I have read must share. And that is the apparent acceptance of the prevailing and traditional conception of education. Nowhere do I find any clear note of either destructive or constructive criticism of the one-sidedness of the curricula in our schools and colleges—the fact that the intellectual development is almost the only kind of development sought for, to the neglect of the even more important development of right feelings, a strong will, and an enduring body.

Let our life be one of *action*,

Our one aim to reach the top;

With *endurance* and *ability*,

Need we falter? Need we stop?

Each of us has his own *value*,

Yearn to put it to the test;

Concentration of our powers,

Ought to lead us to Success.

—John C. Donahue.

"To be glad of life because it gives us the chance to love and to work and to play and to look up at the stars."—Selected.

"There may be uniformity of individual insight into truth, there should be no conformity of one man's mind to another man's truth."  
—Horne.

# BUSINESS POWER

By **FRANK CHANNING HADDOCK, Ph. D.**

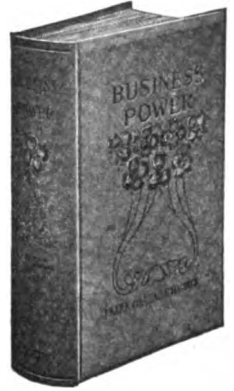
Author of the world-famous study systems "Power of Will",  
"Power for Success", "Culture of Courage", Etc.

The value of this magnificent new volume is

**\$100 - \$1,000 - \$10,000 - \$100,000**

It is worth any amount you are willing to make its rare knowledge yield.  
No other book or business library in existence can reveal to you the very heart of business science—the inner methods of man-power, mind-power, money-power—as does this epoch-making system

Its stupendous scope is understood by reading the partial synopsis of contents herewith.



## **CHAP. 1. ACTION AND THE UNDERGROUND MIND.**

### **Action and the Underground Mind.**

#### **Special Requirements.**

#### **Inaction Spells Ruin.**

#### **Value of Variety.**

#### **Success-Action.**

#### **Experience.**

#### **The Subjective Self.**

The three great stages of human evolution.

## **CHAP. 2. ACTION: ATTACK AND MAINTAIN.**

How the value of action is determined  
**Business Action.**

### **Courage and Confidence.**

How Andrew Carnegie defined business.

### **How to Acquire Courage—Confidence.**

The three great "rising principles" for actual mastery and domination of events and all desired goals.

The practical method by which any personal quality or goal may be won.

The three working plans in building Courage—Confidence.

Brain cell discipline and education.  
Killing doubt and establishing unquenchable confidence.

The Artificial Line of Discipline.

How to make every effort help toward personal mastery.

The Practical Line of Discipline.

What business power means.

**18 AXIOMS** for throwing courage—confidence into creation of business power.

### **Practical Outcome: Courage—Confidence.**

Auto suggestion for leadership.

The "everlasting word" of business.  
What the skill is that makes Director and Power effective.

## **CHAP. 3. MAGNETIC POWER.**

What produces highest personal power.

### **Unfolding Power.**

We do not create power—we unfold.  
Correct methods for asserting and assuming power.

How to develop business passion.

What is back of the winning personality in business.

### **How to Unfold Power.**

The **FOUR STAR METHODS** for developing power.  
The secret of unfoldment and growth.

### **Unfolding Magnetic Power.**

How to apply skill in using ability.

How it is developed.

Different kinds of people and magnetism.

### **Magnetic Characteristics.**

1. Physical Attractiveness—how impressive personal appearance and factors are arranged.

2. The Free and Open Mind—the direct plan for acquisition of knowledge.

The "Thought of Magnetism."

3. Right Inner Character: The Crystal Palace of Brain, Brawn and Banks.

4. Magnanimity in Trade—the mutualism of business.

Becoming the big, broad-minded, fair-and-square winner of trade.

5. Consciousness of Being Worth While: Worth in Self; in Others.

6. Tact—The thought or attitude of mind which yields magnetic tact.

7. Resourcefulness—blunders a winning personality never makes.

8. Adjustment or Adaptability—"mixing" with people for business success.

How to adjust to others to please and win them.

9. Avoidance of Clash—avoiding disagreeable and negative situations.

10. Attractiveness of Manner.

11. Genuineness.

12. Self Control—the every-day thought which surely creates this power.

### **Wealth.**

All about it

### **The Foundation of Business Wants.**

Wants and Utility.

Marginal Utility.

Social Marginal Utility.

13. Magnetic Physical Characteristics—the voice, eye, touch, carriage and hand.

Internal energy controlled.

How to interest people—special rules for this art.

14. Personal Poise—the calm mastery in all personal dealings.

## **CHAP. 4. THE HAND OF POWER. Practical Ability.**

What it is.

Determining Aptitude.

One of the big main-line laws of business success.

What highest achievement depends upon.

The "Marble Stairway" of applied business power—rising to supremacy.

The One Method for development of Patience, Persistence, Power.

Considerations of immense importance.

Men who "over-use" and exhaust their power.

Practical Thinking and Practical Doing.

Connecting Thought with Action.

The right way to do a thing.

The 20 itemized elements of Practical Ability.

### **What Practical Ability Is.**

Working these principles into your business power.

### **Power of Will.**

What creates human power.

First evidence of real personal power.

The function of Will.

Two prevalent errors concerning the Will.

The Ideal Will.

### **The Hand of Power.**

The hand, showing placing of Energy, Force, Firmness, Self-reliance, Independence, Resolution, Determination, Decision, Persistence, Patience, Endurance, DARING, Push, Restraint, Magnetic Will, What each power is, with explanations.

## **CHAP. 5. BUSINESS RELATIONS.**

When business is organized.

A study of "How to acquire power in the study and use of relations which run through the whole financial world."

What a business relation is.

### **Foundation of Business Relations.**

One of the fundamental mental maxims of successful trade relations.

How business relations direct the rest of humanity.

### **Relations Depending Upon Wants.**

The "Wants" and how business "Service" meets them.

*Continued next 2 pages.*

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# THE BUSINESS PHILOSOPHER

## Personal Relations Based Upon Above.

The business man related to the people—8 statements.

Equals Related to Equals—7 statements.

Business Man's Relation to Employees—9 statements.

Relation of Employees to Employers—7 statements.

Three sets of questions for self-suggestion and improvements in business dealings.

**The Development of the Psychic Meaning of the Relations.**

The Four Stages.

**Practicalization of Relations.**

Increasing Wants and Increasing Adjustment to Human Nature.

The task of personal adjustment.

The Science of Character Reading.

Determination of Individual Cases.

Fundamental Principle of Personal Adjustment—Unceasing and Intelligent Appeal to Self-Interest.

The Seven Subordinate principles.

**Determination for Direct Personal Adjustment.**

Serving yourself through self-interest of others.

Observation of Personal Characteristics.

Main lines for Study and Adjustment in dealing with others.

The 21 required personal traits; 20 things to avoid.

**Golden Laws of Business Adjustment.**

The Laws of Confidence, Business Influence, Continuity, Business Character, Individuation, Business Inter-dependence, Business Humanity.

## CHAP. 6. PERSONAL REQUIREMENTS.

**Psychic Book-keeping.**

Estimating the capital worth of yourself.

**The Three Great Principles in Psychic Book-keeping.**

**Debits and Credits With Self.**

How to determine your personal credit balance.

Different arrangements and lists.

The difference between Work and Labor.

**Applications of the Illustrations.**

**Personal Requirements in Detail.**

How your body's utility is measured. The Ten Diamond Rules and the Ten Subjective Brilliances, yielding superb health and keen, snappy mentality.

Twenty elements or rules to follow.

The Dr. and Cr. of Physical Health.

**The Factor of Dress.**

The Dr. and Cr. of Dress with 20 elements.

**Personal Style.**

The Dr. and Cr. of Style of Personality.

Making your ability and mastery greater than the work ahead of you, with the special 54 elements or requirements.

**Business Language.**

The Dr. and Cr. of the Speech of Business—48 elementary studies.

How to develop the winning, influential style of business talk—the underground elements.

**Character.**

28 Suggestions—Affirmations for Character.

**Self-Mastery.**

Personal Supremacy, Control, etc.

**THE SIX ELEMENTS of Self-mastery.**

Developing the 20 great Double Elements of Self-Mastery.

## The Front of Business.

28 Affirmations for mastery of self and others; out on the firing-line of business

**Level-headed Personal Valuation.**

"Megalopsukia" vs. "swell head."

**THE TEN RUBIES OF SUCCESS.**

**Increase of Income.**

The Diagram of Compound Earnings.

## CHAP. 7. ECONOMIC LAWS AND BUSINESS MAXIMS.

**Instinct and Knowledge.**

The value of instinct in business.

**The Reign of Law in Business.**

How practical financial ability and business progress are related.

**The Wheel of Business Power (Diagram).**

**Value.**

**Analysis of Values.**

**Suggested Opportunities (12).**

**Value Returns.**

**THE NINETY-ONE EMPHATIC LAWS** for pushing ahead any business. Also economic laws and explanations of all in operation and use for wealth and success.

## CHAP. 8. MORE ECONOMIC LAWS AND BUSINESS AXIOMS.

**Markets, Supply, Demand, Prices;**

**Remedies for Unskilled Use of Energy.**

**Training the Sub-conscious Self.**

What the real creator of human power is.

**Variation in Marginal Utilities, Market Price and Value, Competition and Prices. Nature of Competition. Forms of Competition, Cost, Profit, Credit, Leadership, Conclusions.**

**ONE HUNDRED AND ELEVEN** business laws and maxims fully explained.

## CHAP. 9. INITIATIVE.

The two factors making up every business man's life.

**A Ton of Coal and a Man.**

**The Origin of Initiative.**

About stored energy.

The power which liberates this energy.

Relation of the Will to Initiative.

**Groups of the Initiative.**

The five principle classes of people as related to the five kinds of Initiative.

**The Supreme Leaders through Initiative.**

The kind of Initiative which produces the pioneers and constructive builders of huge enterprises.

**Outline of the Initiative Groups.**

**Initiative and the Quality Factor.**

The goal of the highest grade.

The Two extremes to avoid in using Initiative.

About the "quality" of Initiative.

**Initiative and the Time Factor.**

**Climbing by Initiative.**

The path to leadership—how to travel it.

The requirements for standing first in any field of effort.

**Initiative and Success.**

Explaining the Six Levels of Initiative.

The Five Essential Traits.

**Initiative Defined.**

The rare link between perceiving or thinking, and actual accomplishment.

**The Use of Initiative.**

The Nine "extra-extra" studies in applying Initiative.

## Development of Initiative.

Seven Methods—Acquiring Comprehensive knowledge. Extensive Knowledge. Intensive Knowledge. Knowledge of Men. Knowledge of Business Conduct. Prophetic Knowledge. Vital Interest. Psychic Power.

Expanding the "sense of consciousness."

Giving commands to the subjective self.

## CHAP. 10. BUSINESS MENTALITY.

How occupation affects mental growth.

**The Human Corporation.**

Studies in the different departments of human psychology, activities, creativeness, etc.

About business mentality and mental processes.

**The Elements of Attention.**

Element of Ideas. Intensity of Ideas

Power of Will, Motor Interest

How to get best results from employees.

## CHAP. 11. COMMERCIAL MEMORY.

**Preliminary.**

The Principles of Commercial Memory.

The brain processes

**Memory and Consciousness.**

**Assimilation.**

What memory depends upon.

**Basis of Memory.**

The Five Essential Laws.

**Control of Mental Processes.**

**Depth of Consciousness.**

**Consciousness, Memory and Brain Cells.**

The **NINE SPECIAL VIEWS** of memory processes.

**Inhibition.**

**Three Laws of Memory.**

**Certain Types of Memory.**

The Regime. "Do It Now."

One of the Prime Habits of business.

Regimes: Get the Habit, Push the

Search. Cultivate Negative Powers.

Self-discovery

Diagrams of memory processes.

**Memory Characteristics.**

**Mind and Memory in Business.**

**Conclusion—General Principles.**

## CHAP. 12. THE PRACTICAL MAN'S IMAGINATION.

**Definition and Divisions.**

**Value of Imagination.**

**Imagination as Memory.**

**Tests of Reproductive Imagination.**

Regime 1. Discovery of your Memory—Imagination; getting a detailed estimate.

Regime 2. Discovery of your Imagination Proper—how to attain highest practical Imagination.

Regime 3. Universal Scheme of the Practical Man's Imagination—24 important factors for improvement, observation and test

**Tests of Productive Imagination.**

**Special Uses of Imagination.**

The Four Magic Words.

Regime 4. Application of Imagination in General.

Regime 5. Application of Imagination in Your Case.

The great Chart showing plans for improvement and how carried out.

**Suggested Applications of Imagination.**

Regime 6. Suggestions for Application—making Imagination yield great returns.

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

## THE BUSINESS PHILOSOPHER

### CHAP. 13. THE ENERGY OF SUCCESS.

#### Force and Energy.

#### Man a Fund of Energy.

About the bundle of forces which hide in the human personality.

#### Energy and Health.

#### Energy and the Brain.

#### Mental Energy.

Releasing Brain energy.

Pushing out the limits of one's sphere of action.

The amount and quality of mental power.

#### The Use of Energy.

Skill in the use of Brain power.

How men accomplish best work

Skill in handling self.

Four kinds of power in action.

#### The Man and the Business.

Best use of personal energy.

The "mind-body-man on the sea of business."

#### The Energy and Success.

Diagram of Ideal and Imperfect Use of Energy.

The Test of Success.

#### Examination of the Diagrams.

In the engine room of personal power.

Prevention of Waste Development of the Energy Sense; Unfoldment of Will Confidence; Psychic Inspiration of Others.

### CHAP. 14. BUSINESS UNDER DIRECTION.

#### The World's Business Departments.

20 special divisions explained.

#### Business Under Direction.

The perfect law for attaining highest influence and success.

Special studies for employees in the different branches of business.

#### Permanent Employees.

Becoming indispensable to employer.

#### Common Laborers.

Seven "extra special" studies for climbing to a better position.

#### The Skilled Craftsman.

Five "extra special" studies in creativeness and skill.

#### Office Help and Clerks.

About their magnetism.

#### SEVEN REGIMES—Hand of Power;

Symmetrical Will; Magnetic Personality; Opposing Traits; The Long Run Goal; Living Illustrations; Golden Dynamics.

**TWENTY-SIX TRAITS** which put clerks out of favor; Twenty-six traits which make clerks in demand.

#### The Correspondent.

The 14 details of writing carefully explained.

Eight special requirements for dealing with the Principal.

The Business Transaction with 8 special requirements.

#### All Representatives.

Certain General Laws for Representatives with the 14 extra laws of Psychic Mastery.

Law of First, Second and Third Magnetic Adjustment; of Financial Comprehension and Large Financial Detail

Developing Management, Counter-revelation, Organized Omnipotence, Inspirational Driving Power, Subjective Business Automatics, Initiative Power, Two-fold Universal Law of Self-interest, Fidelity.

### CHAP. 15. INDEPENDENTLY CONDUCTED BUSINESS.

#### Blending the Business Functions.

#### The Rule of Specialization.

Getting the master hand on what people need or want.

**The Work of Planning, Business Action, The Other Man, Business Feeling, Business Attitude Factors of Attitude.**

Interest, Alertness, Promptness, Completing Adequacy, Will—Spirit.

#### Specific Departments of Business.

Unparalleled studies in each kind of business—the inner power.

#### The Canvassing Agent.

The principles and essential power for success.

The Twelve "Iron Principles." Acquiring the "keys to orders."

#### The Jobber.

Seven "extra special" studies.

Ten further studies for mastery and dominance of the field.

#### The Broker.

What he requires.

Ten "extra special" studies for the financial worker.

#### Real Estate Man.

Real estate insight.

Courageous confidence.

Special studies.

### CHAP. 16. THE LARGER BUSINESS.

Developing leadership and far-reaching business activity.

#### The Merchant.

The Eleven Elements of Energetic Practical Ability.

Grasping big business affairs.

One of the costliest things in the world—yet a downright necessity in business.

#### Publishers.

Nine "extra special" and miscellaneous instructions for meeting and creating popular demand in literature.

#### The Advertiser.

The heart of the science of influencing the human mind through "printer's ink."

The Aims of Advertising, with Six "extra special" studies.

Mediums of Advertising, with Ten "extra special" studies, including business competition, territory, classes, publicity, permanence of utility, permanence of reading, place, display, readers' tastes, etc.

The Purchasers—with Ten all-important facts to consider about people in reference to advertising.

The Characteristics of Advertising—in general; planning and preparing copy; the psychology of the thing.

The Man and his Business, with Thirteen "extra special" studies. Additional Regimes, with Nine "extra specials" and Five specialized descriptions of the Force and Art of advertising.

#### The Man in High Finance

Must master this entire volume.

Twenty-four "extra special" studies in masterful financial personality.

Fourteen "extra special" studies in Business Action.

Ten "extra special" studies. At Close Quarters in financial manipulations.

### CHAP. 17. MASTERY FOR THE LARGER BUSINESS.

#### The Master Regimes.

Efficiency of Business Associations.

Maintenance of Courage.

Holding the Reserve.

Maintaining Low Level of Risk, with the Five Methods for Reducing Risks.

Maintaining the Passion for Business—the secret of masterhood.

Creating Inspiration by Imagination.

Maintaining Activity Worth While.

Going Aloft for Vision.

Utilization of the Law of Demand.

## THE BOOK AND THE PRICE.

The 18 lessons are in 150 sub-divisions; there are 550 sections to the studies; there are a dozen or more unique charts and diagrams of special importance; and there are hundreds of laws, rules and suggestions for test and development of the powers and business activities. To be brief—the book is a reservoir of power in self-development for money-making: the more you draw upon it, the more the supply increases. You simply cannot drain it.

**3.20**

**Postpaid**

"Business Power" is uniform with all other Power-Books. Richly bound in purple, cover design in 22-carat gold. Inside covers purple and gold marbled lining, very choice paper and printing; 600 pages, gilt tops. Division titles in red. A masterpiece inside and outside. Boxed and mailed prepaid wherever mails go for \$3.20 on the sales plan of **BOOK BACK—MONEY BACK** if remailed within five days from receipt. This magazine guarantees this offer 100% **SQUARE DEAL**.

Tear this page out, write your name and address and mail at once with remittance. If book don't suit you, send it back and immediate refund will be made.

**ALBERT LEWIS PELTON, (The Power-Book Library) MERIDEN, CONN.**

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# Ring the Bell Every Time

**WHAT** is it worth to you to be able to ring the bell every time you strike for a customer's order? What is it worth to you to be able, when he puts forth an objection, to knock that objection sky high with the irresistible force of a selling argument that has been tried and proven by the best salesmen of the best concerns in the world—concerns whose names are household words by reason of the enormous sales these very selling arguments have brought them?

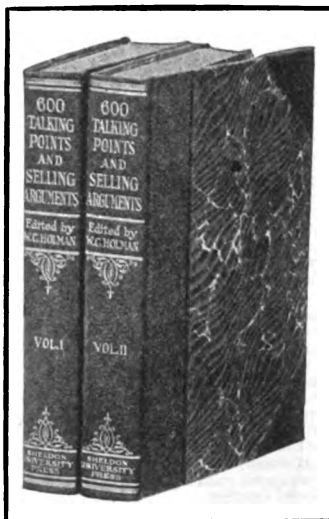
## What is it Worth to You :

—To know in advance the objections your prospect will make and the best answer to each that has ever yet been discovered.

—To have a number of answers (in some cases as many as twenty to thirty) to each objection—all irresistible—600 irresistible selling arguments?

—To know that every one of these arguments has been evolved by years of hard experience—improved and made stronger by constant successful use?

—To know that many of these arguments cost thousands of dollars in experience before they were discovered and perfected—and that many of them have sold millions of dollars worth of goods?



## Every Page Coinable Into Money

A chemical formula written on the back of an envelope may be worth a fortune; a few figures giving the combination to a safe may unlock a door with millions behind it. Every page of this book contains a selling formula that you can coin into ready money. Every one of these 600 irresistible arguments opens a door that will lead you to more sales and more commissions. You could well pay, if you had to, a green-back for every page of this book; but the cost to you is slight.

**Sign This Coupon** —Can you afford to pay one-half cent for an argument that has sold thousands of dollars worth of goods—an argument whose discovery cost hundreds or even thousands of dollars in time and experience and actual money of star salesmen and great concerns.

—An argument that will surely close sales for you—that may clear you a hundred dollars in commissions the first day you use it, and hundreds or even thousands of dollars as you use it over and over again, throughout the entire year and for years to come.

Can you afford to pay one-half cent for what is worth anywhere from \$10.00 to \$1,000.00 in actual money-making power to you?

## Then Sign This Coupon and Mail Today

THE SHELDON UNIVERSITY PRESS, Libertyville, Illinois

Enclosed please find \$4.00 for your Two Big Volumes of Six Hundred Talking Points and Selling Arguments.

Name .....

Address, etc. ....

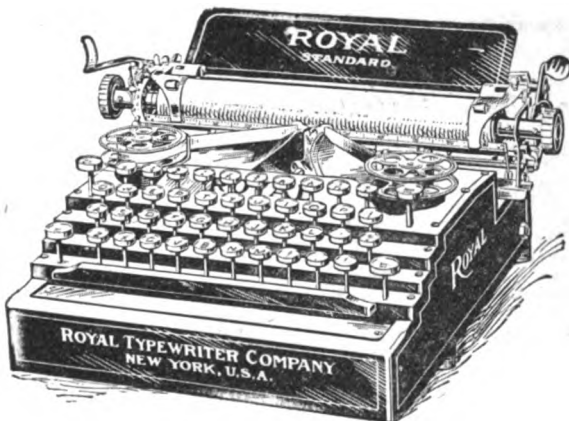
# A Typewriter Built to Order

**I**F YOU could have a typewriter made to order, how would you have it? Built for show—or built for **service**? Loaded down with attachments, devices and mechanisms—or simple, durable and efficient? Would you demand the most machinery—or the **best**, in materials, workmanship and results?

## *The* **Royal** Standard Typewriter

has every quality that you would demand in a made-to-order machine. It meets every requirement of efficiency, durability and economy.

The first thing you notice about the Royal is its simplicity. You see instantly that it is constructed on **new** and **correct** principles, with all needless attachments and devices eliminated. **The Royal is built for service.**



It has only about half as many parts as other standard machines. The simplicity thus secured works for **your** advantage in **four** ways: A saving in the original investment; low cost of maintenance; minimum of effort and maximum of convenience in operation; and the long life of the machine.

The price of the Royal is \$65—a new standard price for a high-grade writing machine.

## Royal Typewriter Co.

Royal Typewriter Bldg., New York ... 21 Monroe Street, Chicago, Illinois

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"



# Effective Speaking

By **Arthur Edward Phillips**, Author of "Natural Drills in Expression," etc.,  
Director, Department of Public Speaking, the Theological  
Seminary of the Evangelical Luther Church at  
Chicago; Principal, Phillips School  
of Oratory, Chicago.

**Adopted by Representative Schools and Universities Throughout the Nation.**

**I**N THIS work is found the *first* presentation of the *true* principles of *effectiveness* in speech. It is a distinct departure from anything yet published on the subject. There is no book now in your library that can fill the place of "Effective Speaking."

This book presents the essentials of effectiveness in *all departments of speaking*—business, social and public. It trains the judgment in the use of the great principles that govern power and success in speech, and offers a logical way to develop skill as an *extemporaneous speaker*.

Further, this book presents a complete set of *exercises* covering every important point discussed; also, a complete set of *questions*. It gives over *one hundred examples* from *master speakers* illustrative of the *principles developed*.

If you wish to increase your power as an *entertaining speaker*, read pages 63 to 78; if you wish to increase your power as a *convincing speaker*, read pages 42 to 47; if you wish to increase your power as an *impressive speaker*, read pages 39 to 42; if you wish to increase your power as a *persuasive speaker*, read pages 48 to 62; if you wish to increase your power of *memory*, read pages 211 to 213; if you wish to increase your power to speak *extemporaneously*, read pages 88 to 171; if you wish to improve your *style*, read pages 181 to 201.

If you sincerely seek *power* in speaking you cannot afford to be without this book. It is a *need*.

## ***Some of the Institutions Using "Effective Speaking:"***

UNIVERSITY OF CHICAGO  
UNIVERSITY OF VIRGINIA  
MICHIGAN STATE NORMAL  
UNIVERSITY OF MINNESOTA  
UNIVERSITY OF IOWA  
MISSOURI STATE NORMAL  
UNIVERSITY OF OKLAHOMA  
UPPER IOWA UNIVERSITY  
UNIVERSITY OF UTAH  
UNIVERSITY OF GEORGIA  
IOWA STATE NORMAL  
NORTHWESTERN UNIVERSITY  
ADRIAN COLLEGE  
SYRACUSE UNIVERSITY

CORNELL UNIVERSITY  
UNIVERSITY OF ILLINOIS  
BELOIT COLLEGE  
CORNELL COLLEGE  
BAKER UNIVERSITY  
OKLAHOMA STATE NORMAL  
DRAKE UNIVERSITY  
UNIVERSITY OF DENVER  
GEORGIA STATE NORMAL  
SOUTHWESTERN UNIVERSITY  
INDIANA STATE NORMAL  
TOLEDO UNIVERSITY  
OTTERBEIN UNIVERSITY  
NORTHWESTERN COLLEGE

LELAND STANFORD UNIVERSITY  
UNIVERSITY OF GEORGIA  
KNOX COLLEGE  
DRURY COLLEGE  
LAWRENCE UNIVERSITY  
BUCKNELL UNIVERSITY  
WASHINGTON AND JEFFERSON UNIVERSITY  
OLIVET COLLEGE  
YANCKTON COLLEGE  
AUGUSTINA COLLEGE  
UNIVERSITY OF CHATTANOOGA  
ALBION COLLEGE  
UNIVERSITY OF NORTH DAKOTA  
UNIVERSITY OF SOUTH DAKOTA

**Price \$1.50, Delivered**

## **The Taylor Book Store, Rockefeller, Illinois**

# \$5,000 a Year to Each Subscriber

---

That is What We Will Pay You if You Will "Make Good." If You Can Earn More We Will Pay You More

---

***We Want Live Salesmen*** to get subscribers for THE BUSINESS PHILOSOPHER. It will pay you to devote your entire time to the work, but if you cannot do that—a few minutes each day will bring in the sheckels for you.

You can get your friends to subscribe with very little trouble.

You can pick up subscriptions on the trains or wherever you happen to be.

***Every Salesman*** should have the idea of Service in his mind and get every one of his customers to subscribe for THE BUSINESS PHILOSOPHER. It will mean more business for the customer and more business for the salesman.

What THE BUSINESS PHILOSOPHER has meant to ***you*** it will mean to others. As subscribers you know the magazine. You can tell others, so that they will know.

---

WRITE FOR OUR PROPOSITION

---

**Sheldon University Press**  
Agency Department :: Libertyville, Illinois

# Learn to Size Up Men



DR. KATHERINE M. H. BLACKFORD

research and experiments, and then to formulate the whole into a sane, logical, simple, and practical science. After painstaking application, checking and rechecking, covering many years and travel to all parts of the country, she found that the new science always works out—that it is reliable. She has taught it to thousands of the keenest business men of many cities, particularly New York, Chicago, Philadelphia, Boston, Seattle, St. Paul, and San Francisco. They are using it in their business today with consistent success.

Through all these years, Dr. Blackford committed very little of her science to writing, her work being done entirely by lectures and private instruction. Within the last year, she has written two lessons on the Science in the Course in the Science of Business Building, taught by The Sheldon School. With the exception of these, scarcely a word from her pen has appeared in print. Thousands all over the country have called for something authoritative from her, but she has not been ready. NOW, AT LAST,

## THE BUSINESS PHILOSOPHER

has succeeded in making arrangements with her for a series on the subject, to run, for an entire year, beginning in the issue for NOVEMBER, 1910.

In this series, Dr. Blackford will tell about the birth of the new science, and of the laws and principles upon which Human Nature Study is founded.

Dr. Blackford is the Discoverer of

- The Law of Color,
- The Law of Form,
- The Law of Proportion,
- The Law of Temperamental Combinations,
- The Law of Texture,
- The Law of Climatic Adaptability,
- The Law of Change of Temperament,
- The Law of Human Chemicals,
- The Application of Scientific Character Analysis to Education,
- The Application of Scientific Character Analysis to the Choice of a Career,
- The Application of Scientific Character Analysis to Salesmanship and Business.

Dr. Blackford Teaches How You Can

- Know your own powers and weaknesses,
- Develop the one and overcome the other.
- Read others at a glance,
- Approach the different types,
- Close with the different types,
- Adapt Education to needs,
- Know the trustworthy and the untrustworthy,
- Choose the right man for the right place,
- Choose the right partners and associates,
- Combine the different men in your organization.

These conclusions are based upon recorded data of twelve thousand subjects personally examined by Dr. Blackford, supplemented by observation of more than thirty thousand.

You can easily see that this is a most important series of articles for business and professional men—for men in every walk of life—the greatest that has been offered to the public for years. *The formulation of the Science of Character Analysis is the most important event in the business world since the formulation of the Science of Salesmanship.*

Remember, the series begins in the November number. Get your subscription in early. Be sure to get the whole series. Two dollars a year; twenty cents a copy.

**The Business Philosopher, Libertyville, Illinois**

**S**HELDON says that your success in life is in proportion to your obedience to four injunctions:

- Know yourself;
- Know your fellow men;
- Know your business;
- Apply your knowledge.

How to know yourself and how to know others are the two big problems. Take one hundred of the greatest successes you know—they are men who solved these two problems. They had to learn by hard knocks and expensive experience.

But today, Science has come to your rescue. It makes human character—your character and that of the other fellow—an open book.

Learn the Science of Character Analysis—then you can read yourself and others as easily as you now read the signs on the store fronts. The color, the form, the proportions, the features, the shape of the head, the texture of the hair and skin, the handshake, the posture, the voice, the walk of any man are the letters that spell to you, when a trained observer, the secrets of his character. The whole sentence is read at a glance.

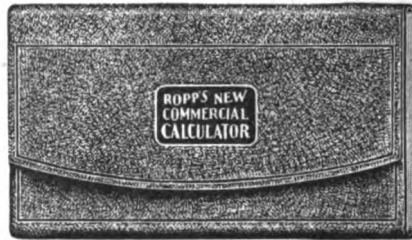
Phrenology, physiognomy, anthropology, biology, physiology, ethnology, psychology, and the study of temperaments have been steps on the way. But by themselves they are a jargon, so far as any clear voice as to character reading is concerned—at best only the bases for more or less accurate guesses. It remained for

## Dr. Katherine M. H. Blackford

to take these separate sciences, discover their general laws and their relations to one another, to add to them the record of her own extended

Improved 1906 Edition, 160 Pages, 6½x3½ Inches

# ROPP'S New Commercial Calculator & Short-Cut Arithmetic



Is from beginning to end a greatly improved, enlarged and thoroughly revised publication. It contains an entirely new system of unique Tables, Short-Cuts and up-to-date Methods. It is unquestionably the most complete, useful and comprehensive Calculator ever published. It has more than twice the matter, scope and capacity of Ropp's former editions, of which

## Nearly 1,500,000 Copies Have Been Sold

It is the most convenient and practical Labor-saving work ever used in the business world. It will make every one independent, sure and self-reliant in all practical calculations. It will prevent mistakes, relieve the mind, save time and labor, and often loss and trouble. Its Tables are adapted to all the trades and occupations in the city and country, and *Show the Answer as Quickly as a Watch Shows the Time.*

It also explains and simplifies the *principles* of Arithmetic, Mechanics and Mensuration. It will make the study and *use* of Figures *easy* and interesting for young and old. It will enable every progressive mind to become an expert, sure and *rapid* calculator. It will prove a boon to all whose education in arithmetic has been limited or neglected.

Its 48 new cuts clearly illustrate the elements of Mechanics and Mensuration. It defines about 70 points in "Commercial Law" which every man and woman should know.

It is the result of devising, and improving system after system; of spending thousands of dollars in experimenting; of making millions of miscellaneous calculations, and of doing some vigorous thinking during 38 years, by an analytic, practical and preserving mind.

It is especially designed for Farmers, Mechanics, Business and Professional Men, Bankers, Manufacturers and Dealers in Grain, Stock, Cotton, Coal, Lumber, Produce, etc.

|                                                                                |        |
|--------------------------------------------------------------------------------|--------|
| OFFICE EDITION—9¼ x 5¼ inches—Cloth binding, gold stamp, large type.....       | \$1.00 |
| POCKET EDITION—6¼ x 3¾ inches—Cloth, with pocket, flap and silicate slate..... | .50    |
| Leather, with pocket, flap and silicate slate, gilt edge.....                  | 1.00   |
| VEST POCKET EDITION—5¼ x 2¾ inches—Cloth, round corners, red edges.....        | .35    |
| Leather, gold stamp, burnished edges.....                                      | .50    |

*The Standard for Store, Farm,  
Bank or Factory*

## Sheldon University Press, Libertyville, Ill.

## Sherwin Cody's Latest Book

# How to Do Business by Letter

### and Training Course in Business English Composition

The most successful book on letter-writing ever published, now in its 47th thousand, eleventh edition, though but recently published.

Contains over 125 model letters of all kinds, including a number of the more successful pulling letters used by prominent houses.

Also the Rules of Grammar complete, with all common errors; the Rules of Punctuation, Words Often Misused, Rules and Regulations of the Postoffice (correct to 1910), etc.

Price, postpaid \$1.00. See table of contents.

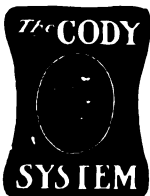
### Sherwin Cody's Form Paragraph Letter-Writer

An indexed and gummed blankbook, full letter size, loose leaf, in which to paste form paragraphs to be used in answering all kinds of correspondence.

By this system an \$8-a-week girl can write better letters than a \$25-a-week correspondent, because she simply copies into her book the best paragraphs in the regularly dictated letters of the head of the business, and all letters are in his language, perfect in every detail of punctuation, grammar, etc., and may be signed by his name though he never sees the letter himself. This is a wonderful means of raising the quality of correspondence, as well as saving much time and expense. 80 gummed pages, 20 index pages, 100 pages in all; price, postpaid, \$3; subject to approval and return at my expense.

### Sherwin Cody's Compendium of All Card Systems

An instruction book on loose-leaf and card systems (the only book ever published clearly stating the simple fundamental principles of these systems), accompanying a neat box of 500 cards, size 3 x 5 inches, printed from specially engraved wax plates in the best style, representing 18 complete systems all ready for use, including forms for mailing lists, advertising, salesmen's report and route cards, perpetual inventory forms, cost systems, school forms, and loose-leaf and card ledgers of all kinds, for wholesale, retail, mail-order, instalment, and specialty businesses. Electrotypes of plates sold and directions given for printing systems at one-third the usual price. Price, complete, \$3.00.



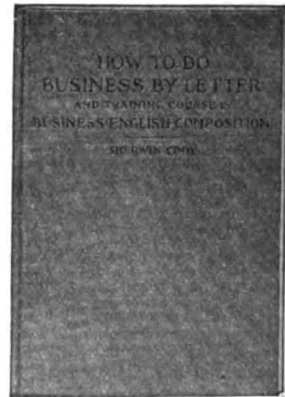
### How to Make Advertising Pay

### How to Write Letters that Pull

### Office Salesmanship & Business Psychology

I have made a detailed personal study of forty-six leading lines of business: Manufacturing, wholesale, retail, mail-order, and specialty, and have taught presidents, secretaries and advertising managers how to make a success of their publicity—I know what will win in forty-six different businesses, yours among the number, and this information I give in my complete course, together with all the books and special features described above, with scores of others—everything I have for only \$30, including twenty personal lessons. Write for complete catalogue.

**SHERWIN CODY, LIBERTYVILLE, ILLINOIS**



#### CONTENTS:

Using Words So as To Make People Do Things.  
How to Begin a Business Letter.  
How to Close a Business Letter.  
The Body of the Letter.  
Applying for a Position.  
Sending Money by Mail.  
Ordering Goods.  
"Hurry-up" Letters.  
How Money is Collected.  
Letters to Ladies.  
Professional Letters.  
How to Acquire an Easy Style in Letter Writing.  
Two Kinds of Letters—Buying and Selling.  
When to Write a Long Letter and When to Write a Short Letter.  
Answering Inquiries.  
Talking in a Letter—Colloquialisms and Slang.  
Complaint Letters.  
Condensation—Writing Advertisements.  
Advertising and Follow-up Letters.  
Display in Letter Writing.  
Salesmanship in Letters and Advertisements.  
Customs and Regulations of the Post Office.  
Social and Official Forms; the Rules of Grammar, with Common Errors; the Rules of Punctuation for Business Office Use.

**I**F YOU'RE not happy in your work, if you'd rather be doing something else, there's no reason why you should work on, being unhappy, but you should prepare yourself for the work in which you will be happy; work in which you can put your heart: Success.

It's not necessary for you to quit what you're doing now in order to get ready for your life's work, stick to what you're doing until you're ready to change; then change and stick.

The Home Study Courses prepared by our faculty are not equalled by any university or college in America. Through them you can prepare yourself for the work in which you will be most happy. The matter is in your hands. It's for you to decide. Do you want to be a factor in the large affairs of life? Are you satisfied with your present attainments? You're not, no live person is. The way is open. A request for particulars is the first step up. Take it! They'll come by return mail together with specific information on the subject you indicate on the coupon.

With your pluck and ambition no one can prevent your succeeding, excepting yours if. Don't stand in your own way. Send today for particulars.

## The Peoples University

P. O. Box 1465

University City, St. Louis, Missouri

CUT HERE

### THE PEOPLES UNIVERSITY

P. O. Box, 1465, University City, St. Louis, Missouri.

Please send me, without obligation on my part full information about the League and how I can take up the study of the course I have marked below.

Music  
Art  
Journalism  
Short Story Writing  
Teachers' Courses  
Kindergarten  
Domestic Science  
Civil Service Preparation  
Dressmaking  
Auto Engineering  
Photography

Stenography  
Typewriting  
Bookkeeping  
Penmanship  
College Preparatory  
Agriculture  
Horticulture  
Veterinary Science  
Floriculture  
Poultry Culture  
Bee Keeping

Name .....

Street and No. ....

P. O. .... State .....

## Ask For Book You Want

Place check in the square below indicating number of book desired; write name and address on lines below and forward, with 10 cents postage attached, and the book is yours—without further expense or obligation, of course.

### 1—THE ART OF FINANCIERING

[Showing how business men may raise capital for business projects]

### 2—FINANCIAL HAND BOOK

[For promoters, fiscal agents and brokers]

### 3—BUSINESS BUILDING BY CORRESPONDENCE

[For the man who uses circular letters]

### 4—THE SELLING FORCE AND THE SELLING FARCE

[Showing why the great majority of selling plans do not pay]

### 5—THE GREAT LAW OF AVERAGE

[A new principle discovered by a business expert, bringing CERTAINTY to business affairs]

### 6—HOW \$250 MAY RAISE \$200,000

[For the man with a real opportunity]

If more than one book is desired add 10 cents additional for each extra book. Money refunded if not perfectly satisfactory. Each book conveys a MESSAGE. Each tells something NEW and VALUABLE.

## The Business Development Co. of America

|   |   |   |   |   |   |
|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---|---|---|

Founded 1901  
119 NASSAU STREET  
NEW YORK

October B-P

## Read Below What Practical Business Men Say of These Books

"Booklets sent are fine and ideas O. K."—L. E. BAILEY, San Jose, Cal.  
"Certainly 'Eye-Openers.'"—E. C. ELWOOD, Bridgeport, Conn.

"One of the best investments I have made for a long time."—LE GRANDE BUTCHER, Editor of "Profitable Publicity."

"Considered brochures of real value to me and worth many more times the price asked."—L. C. KELLY, Seattle, Wash.

"After carefully reading, I want to state that, if I could have had the information contained in 'How \$250 Can Raise \$200,000' I would have been saved several hundred dollars, much valuable time and been spared much humiliation. The idea is right. I paid hard cash and hard experience in proving it."—E. D. CRIBB, S. Highland Park, Ill.

"'How \$250 May Raise \$200,000' is the best article I ever remember seeing emanate from your establishment and 'HITS THE NAIL SQUARELY ON THE HEAD.' I have succeeded at last in promoting my mine, but I could have saved about three years of the time out of the four it has taken, if the proper course had been pursued from the first, as laid down. The course finally pursued followed closely along lines laid down now by you, save differing in details. The method was very much the same.

"I think the very logical and convincing argument set forth in 'How \$250 May Raise \$200,000' would wake up a mummy one thousand years old, for EVERY WORD IS ABSOLUTELY TRUE."

Very truly yours,

MARK E. DAVIS, Oakland, Cal.

"I was very much interested in 'How \$250 May Raise \$200,000,' for the reason that it appears to hit the situation exactly. I have read nearly all your issues for the past two years, and much of your printed literature, but never saw anything that covers the situation so completely as does this article."—J. T. RYAN, American Tire Armor Co., 816 Pacific Building, San Francisco, Cal.

"The Business Development Company of America is the publisher of five little books which are the most unique and interesting publications in the way that *The American Banker* has ever had the pleasure of receiving \*\*\* they contain a vast amount of information that will be of value to bankers, promoters and business men who are interested in building up their business.

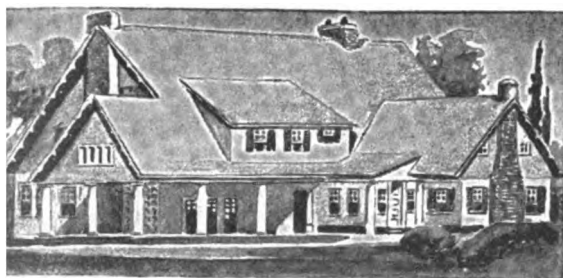
"These books sell for ten cents a copy and are worth \$10 a copy. We advise our readers to send forth m." Editorial extract from *The American Banker*, March 5, 1910.

# N.A. Shryer's Collection Sense & Science



Shows You How  
to Own a Com-  
mercial Agency  
← Like This

With a Bank Account That Will Be  
Welcomed Here  
and  
Support You In  
a Home Like  
This



Thousands of Men Have Risen from  
Clerkships to be Heads of Success-  
ful Commercial Agencies

through our brief, inexpensive course of com-  
mercial agency training—the science of collect-  
ing delinquent mercantile accounts—a business  
that pays the *b'ggest* commissions on the volume  
of money handled.

A merchant will pay a salesman 5% to 10%  
to sell goods—but that merchant will pay *you*  
25% to 50% to collect accounts for him—and  
*your* work, when you *know* how to do it—is  
easier than the salesman's work.

## You Can Start With No Capital—But Ambition

If you are ambitious to earn for yourself the pleasures and comforts of a large income, you will tell yourself that—under like conditions—can do what other men have done.

**Make the Start—Mail this Coupon**

W. A. Shryer, President,  
American Collection Service, Detroit, Mich.

Tell me how I can establish a Commercial Agency without capital, and ex-  
plain your offer to train me in "Collection Sense and Science". Send me the  
names, addresses and photographs of the offices of men who have succeeded with  
your help.

Name.....

Address.....

Let me send you the interesting *proofs* of suc-  
cesses won by other men who have begun as I  
began and as *you can begin*—without capital,  
and even without at first giving up your present position.  
You will simply grow out of your position into your  
*own business*.  
Wherever you are, there is a rich field for you in this  
work. Make the start—mail this coupon today.

W. A. Shryer, President

American Collection Service

394 State Street,

Detroit, Mich.

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# GET TOGETHER PAGE

In this page our subscribers will have the *free use* of a four line space for one insertion. In this space they may advertise themselves for sale or may advertise for the services of some one else. Others—not subscribers to THE BUSINESS PHILOSOPHER—will be obliged to pay 25 cents per line for classified ads. In sending in your ads you should figure seven words to the line so that there will be no trouble over the insertion.

**WANTED — COSMOPOLITAN MAGAZINE RE-**  
quires the services of a representative in all localities to look after subscription renewals and to extend circulation by special methods which have proved unusually successful. Salary and commission. Previous experience desirable but not essential. Whole time or spare time. Address, with references, H. C. Campbell, Cosmopolitan Magazine, 1789 Broadway, New York City. F

**YOUNG MAN, GRADUATE OF THE SHELTON**  
School, desires position as local representative. Eight years' experience, selling, canvassing and collecting. Address A. L. Rowe, Roland Park, Baltimore, Md. F

**WANTED—ENERGETIC, HONEST, TEMPERATE**  
specialty salesman. Two to ten thousand per year. No salary hunting order takers need apply. References and bond necessary. Call or write at once, Commercial Register Company, Buffalo, N. Y.

**POSITION WANTED—BY MARRIED MAN, 30**  
years of age, student Sheldon School of Salesmanship. Sixteen years' experience in wall paper and painting, eight years as contractor. Desires resident agency for St. Louis and suburbs, or traveling surrounding states for a well known firm catering to the above line. References. Address, E. W. Murray, 6562 McCune Ave., St. Louis, Mo.

**START AN EASY AND LUCRATIVE BUSINESS.**  
We teach you how to establish a successful collection business and refer business to you. No capital required. Little competition. Rare opportunities. Write for Free Pointers today. American Collection Service, 165 State St., Detroit, Mich.

**SALESMEN WANTED—IF YOU ARE A CLERK**  
with natural qualifications as a salesman, I have an exceptional opportunity to offer you. If you are a merchant going out of business and looking for an opportunity to go on the road, my proposition will appeal to you. I want two or three capable men with the work habit, and who have energy plus. I want men with ability to sell goods all day long. I require references, also send an abstract of your qualifications. I have an advertising specialty proposition that interests all progressive retailers. Hundreds of the best retailers have endorsed my plan because they have found it profitable. Samples will go in coat pocket. My best salesmen are making from \$55 to \$1,000 a month. I want men who can do just as well or better. If you are of the right caliber, think you can handle a high-class, ready selling proposition, write me immediately before all territory is assigned. W. F. Main, Dept. 117, Iowa City, Iowa.

**RETAIL ADVERTISING THAT WILL BEAT A**  
San Francisco earthquake to start town talk. Address G. C. Beaman, 115 W. Pitkin, Pueblo, Colo.

**FOR SALE—TYPEWRITER BARGAINS. BRAND**  
new No. 5 Oliver, with tabulator, \$60. No. 6 Williams, \$35. Other makes. Good ribbons, 25 cents. N. E. Ramsey, Lincoln, N. C. Ref., First Nat. Bank.

**AGENTS MAKE BIG MONEY SELLING OUR**  
new gold letters for office windows, store fronts, and glass signs. Anyone can put them on. Write today for free sample and full particulars. Metallic Sign Letter Co., 431 N. Clark St., Chicago.

**WANTED—AGENTS TO TAKE SUBSCRIPTIONS**  
to THE BACKBONE MONTHLY—"a serum against softening of the moral spine"—a magazine so different, both editorially and typographically. Show a sample copy and there's a sale on the spot. Agents are making money with THE BACKBONE MONTHLY. Come on in! Sample copies, terms and blanks on request. The Backbone Society, 144 Fox St., Aurora, Illinois.

**LOCAL REPRESENTATIVE WANTED—SPLEN-**  
did income assured right man to act as our representative after learning our business thoroughly by mail. Former experience unnecessary. All we require is honesty, ability, ambition and willingness to learn a lucrative business. No soliciting or traveling. This is an exceptional opportunity for a man in your section to get into a big-paying business without capital and become independent for life. Write at once for full particulars. Address E. R. Marden, Pres. The Nat'l Co-op. Real Estate Co., Suite 494 Marden Bldg., Washington, D. C.

**WANTED—POSITION AS TRAVELING SALES-**  
man—specialty line—am willing to work on commission basis. Can give best of references. Address B. T. Garrette, Jamestown, Tenn.

**BUILD A BUSINESS OF YOUR OWN AND**  
escape salaried drudgery for life. Learn the collection business. Limitless field; little competition. Few opportunities so profitable. Send for "Pointers" today. American Collection Service, 165 State St., Detroit, Mich.

**WANTED—POSITION AS OFFICE SALESMAN**  
with western realty firm. I have had experience, am a Sheldon man, typewriter, bookkeeper, advertisement writer. References given. J. C. Albright, Hutchinson, Kansas. F

**WE WANT AN EXPERIENCED SPECIALTY**  
salesman—a man with energy and ability to close sales. We require the best of references and the applicant must be of good character and habits. Columbian Enameling & Stamping Co., Terre Haute, Ind.

**WANTED—LIVE SALESMAN OR OFFICE MAN,**  
not over 35 years, unquestionable integrity and character. One whose reputation will bear closest kind of scrutiny. Must be either thorough office man on system and correspondence or up to now salesman. Latter preferred. Sheldon graduate or Christian Scientist desired. Must have \$5,000 to \$6,250 to invest in my business, which earned over \$30,000 last year. Am preparing to expand. Money without the above qualifications will not admit you. I insist on closest inspection and grant as much freely. Confer first with my attorney as to preliminaries, in person. Leon S. Aischuler, Stock Exchange Building, Chicago.

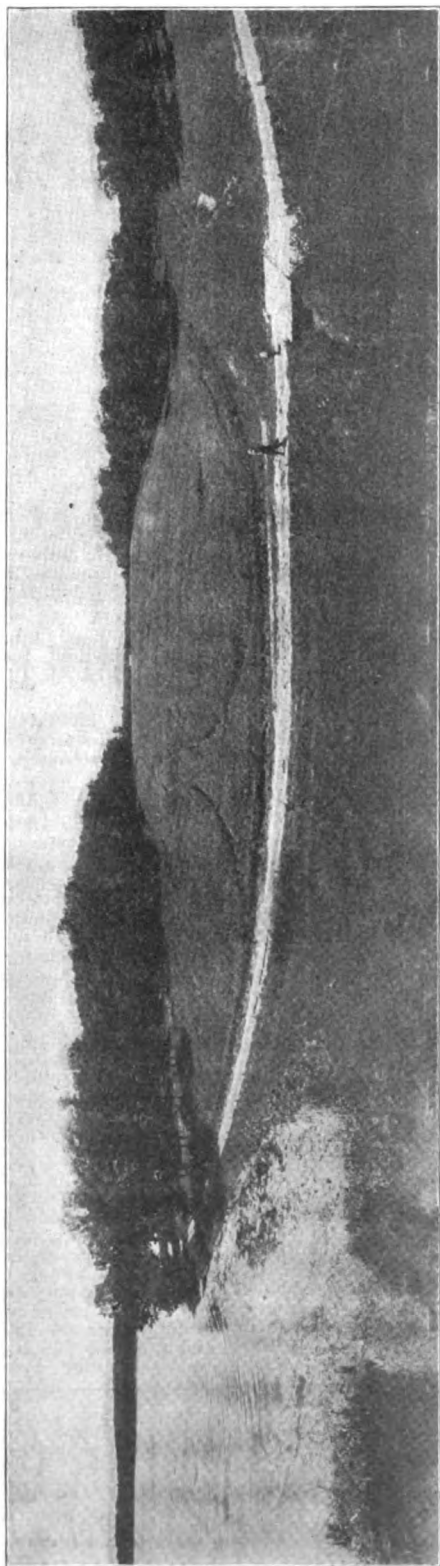
**WANTED—SALESMEN WITH RED BLOOD AND**  
determination to sell the Commercial Account Register and Duplicating Books. Territory guaranteed. References and bond required. Commercial Register Company, Buffalo, N. Y.

**LOCAL REPRESENTATIVE WANTED—SPLEN-**  
did income assured right man to act as our representative after learning our business thoroughly by mail. Former experience unnecessary. All we require is honesty, ability, ambition and willingness to learn a lucrative business. No soliciting or traveling. This is an exceptional opportunity for a man in your section to get into a big-paying business without capital and become independent for life. Write at once for full particulars. Address E. R. Marden, President The Nat'l Co-op. Real Estate Co., Suite 494 Marden Bldg., Washington, D. C.

Correspondent who can swing Western flour and feed advertising to a milling publication, may hear of an opening with future prospects, by addressing WILLIAMS & CUNNINGHAM, 42 Madison Street, Chicago, Illinois.



# YOUR SUMMER HOME



SHORE ACRES SUBDIVISION, LAKE EARA

**O**F COURSE you want to own a summer home. There is something in you that calls for woods, meadows, cool waters, and broad, comfortable porches, when summer comes and brick walls and paving stones shimmer and quiver with the heat. You need rest and relaxation.

You may have to be in the city on business during the day. But you are refreshed and renewed by the evenings and the week-ends at your summer home.

And it makes you glad to know that wife and babies are away from the glare, the blare, and the dust, getting strong and rosy at your summer home.

No, this is not a millionaire's dream. That summer home is within your reach. And, if your business is in Chicago, it is only an hour's run from that city—you can come out every night. If further away, you can come Friday or Saturday and stay until Monday.

For your summer home, I have just opened a new sub-division on the shores of Lake Eara—the most beautiful of all the famous lakes of Northern Illinois. It is only thirty-five miles from Chicago—three railways run from it into the city.

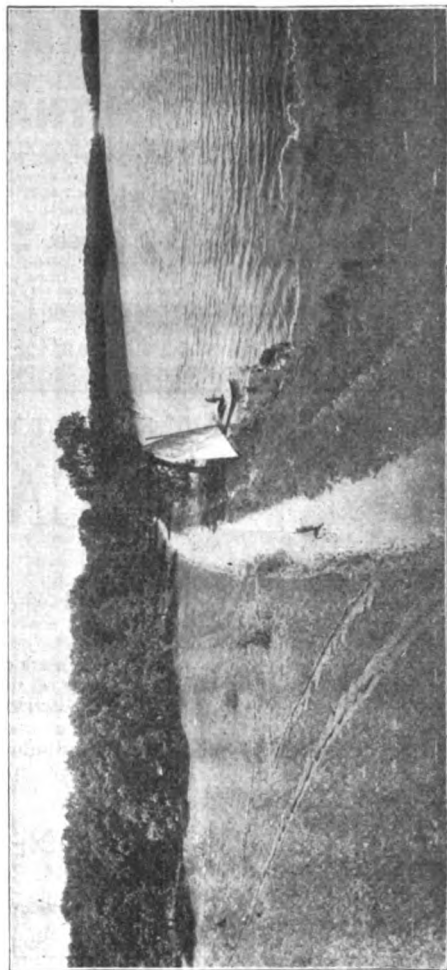
There are a limited number of lots, all at reasonable prices—first come, first served. When you buy a lot, you buy fishing, swimming, and boating privileges on Lake Eara. *There is no lake property so near Cbicago at anything like the price.*

My primary object in opening this sub-division is to finance the first building of Sheldon Commercial University.

I want these summer homes, as far as possible to be owned by Sheldon Graduates or those in sympathy with A R E A philosophy.

*Write me today, saying you are interested  
and I will tell you all about it*

**A. F. SHELDON**  
LIBERTYVILLE, ILLINOIS



SHELDON'S LAKE SHORE DRIVE, LAKE EARA

# WALTHAM WATCHES ON CREDIT

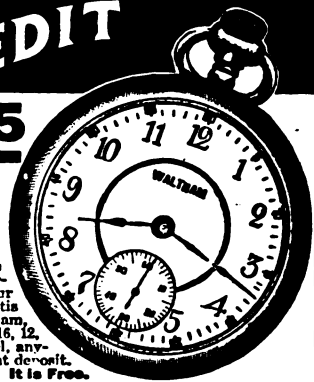
**FULL JEWEL WALTHAM \$10<sup>65</sup>**

1st Fine 20-Year Gold-filled Case. Guaranteed to keep Accurate Time  
**SENT ON FREE TRIAL. ALL CHARGES PREPAID.**

You do not pay one penny until you have seen and examined this  
High-Grade, Full Jeweled Waltham Watch, with Patent Hairspring, in  
any style hand-engraved Case, right in your own hands.

**Greatest Bargain EVER OFFERED. \$1 a Month.**

We trust every honest person. No matter how far away you live, or how small your salary or income, we  
will trust you for a high grade adjusted Waltham Watch, in gold case, warranted for 25 years, and guar-  
anteed to pass any Railroad inspection. Write for our big free Watch and Diamond Catalog. It tells all about our  
**LOFTIS** THE OLD RELIABLE ORIGINAL DIAMOND AND WATCH CREDIT HOUSE  
Dept. L 811 32th STATE ST., CHICAGO, ILL.  
BROS & CO. 1888 Branches: Pittsburg, Pa., St. Louis, Mo.  
Easy Payment Plan—the "Loftis System"—and how we send Waltham, Elgin and Illinois Watches, 18, 16, 12, and "O" sizes, 19, 21, and 23 Jewel, anywhere without security or one cent deposit. Send for the Loftis Magazine. It is Free.



THE VERY LATEST THING IN DUPLICATORS

## "CANTYPE" SPRING-FRAME DUPLICATOR



**1000** Perfect Reproductions per  
Hour of Hand-writing,  
Typewriting, Music or Drawing

Circulars can be taken direct from the Duplicator, and laid one  
copy on top another without off-setting or blurring. *No other  
duplicator possesses this advantage.* Circulars and sam-  
ples of work on application. The only makers in America of all  
descriptions of ribbons, clean carbon papers, duplicators, stencil  
papers, inks, etc. Agents wanted in all unoccupied territory.

**A Rapid, Medium-Priced Duplicating  
Machine**

Simple, durable, rapid, clean, perfect  
work. Portable, inexpensive, prac-  
tical, compact, noiseless,

**Cheaper to Buy Cheaper to Run**

CHAS. E. ARCHBALD, PRESIDENT

**PEN-CARBON MANIFOLD CO.**

NEW BRUNSWICK, N. J.

*Originators and Only Manufacturers of Non-Flake Carbon  
Paper for Typewriter, Pen, Pencil and Stylus*

## Health and Personal Power!

**"The Attainment of Efficiency"  
Through Rational Methods**

By W. R. C. LATSON, M.D., Editor of Health-Culture.

This new work by Dr. Latson indicates the avenues that lead to efficient  
and successful living and should be read by every man and woman who would  
reach their best and attain to their highest ambitions in business, professional,  
domestic or social life. The following are some of the many chapter headings:

How to Live the Efficient Life—Mental Habits and Health—Secret of Mental Supremacy  
—The Noblest Conquest—Firmness of Power—The Power of Calmness—How  
to Be an Efficient Worker—The Attainment of Personal Power—The Secret of Personal  
Magnetism—How to Increase Vitality—The Prime Secret of Health—The Conquest of Worry  
—The Attainment of Success—The Way to Happiness—The Secret of a Beautiful Voice—The At-  
tainment of Physical Endurance—How to Live Longer in the Land—Secret of Rest—Sleeping as a  
Fine Art—Common Sense Feeling—Grace and How to Get It—Style and How to Have It—How to Have  
a Fine Complexion—How to Cure Yourself When Sick.

Each of these chapters is full of practical suggestions that will prove invaluable to the reader, bound in  
cloth, \$1.00. A very handsome name-bound edition of this price, \$2.00, will be given with each copy of the (31.00  
a year) 6 months, both for 50c., money back if not satisfied.

**HEALTH-CULTURE CO., 601 St. James Bldg., New York**

HEALTH CULTURE CO.,  
601 St. James Bldg., New York.

Enclosed find 50c for Attain-  
ment of Efficiency and  
Health-Culture to Jan.,  
1911. Money to be  
returned if not  
satisfied.



DR. LATSON

ADDRESS:

Name .....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

## Wanted!

Agents to take subscriptions to The Backbone Monthly—"A  
magazine for and about people who are doing things worth  
while"—a magazine so different, both editorially and typo-  
graphically. Show a sample copy and there's a sale on the  
spot. Agents are making money with The Backbone Monthly. Come on in! Sample  
copies, terms and blanks on request. The Backbone Society, 144 Fox St., Aurora, Illinois.

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

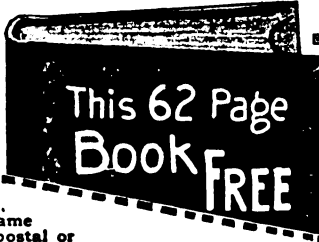


## \$3,000 to \$10,000 Per Year For You

I can make you prosperous. If you want to earn more money—if you want to establish yourself in an independent business requiring no capital—send me your name and address on coupon below (for a postal will do) and I will mail you, free, our **Big 62-Page Book**, fully explaining just how you can fit yourself to earn big money in the **Real Estate, Brokerage and Insurance Business**. Our thoroughly tested successful system not only equips you fully on every point of Real Estate, Brokerage and Insurance, we also give you, free, a valuable course in Commercial Law. Our Free Book is of great interest to anyone, but is of vital importance to Clerks, Book Keepers, Salesmen, Agents, Solicitors and others who are ambitious to be in a good paying business of their own.

**International Realty Corp., 417 Manhattan Bldg., Chicago**  
Successors to The Cross Co. and H. W. Cross & Co.

**This Book Shows You How to Succeed in Real Estate, Brokerage and Insurance**



Send no money, but merely your name and address on a postal or on the Coupon below

NAME .....

ADDRESS .....

## Need Envelopes?

**"Write Hogan"**

MAKERS OF

# EVERYTHING IN ENVELOPES

**Hogan Envelope Company, Inc.**  
319-331 West Ohio Street, Chicago

## A Live Wire Connection for High Class Salesmen

A large manufacturer of a complete line of Cooking and Heating Stoves and Ranges, desires to secure the services of several strictly high-class traveling salesmen, who are able to deliver signed orders instead of promises. None but men who have received a High School or College education will be considered.

Please address with photograph and statement of qualifications, in own handwriting.

**"Progress"—This Office**

# Stiffen Up Your Backbone!

## The Backbone Monthly

**"A Serum Against Softening of the Moral Spine"**

It will help you develop *more power, teach you how to control your forces and stiffen up your backbone*. You will find its pages brimful of helpful, inspiring, scientific and man-building advice. Tom Dreier edits it! Typographically it's a gem! Men who usually criticise have only good things to say about it. One year, one dollar; one copy, ten cents—and it's worth more!

**Special Offer!** If you will send us one dollar and the coupon below, we'll send you The Backbone Monthly for one year, and as an appreciation we will mail you a copy of the "Backbone" booklet (a bouncer for the blues) without charge. *Mail the coupon today!*

-----SEND ME YOUR BACKBONE!-----

THE BACKBONE SOCIETY, Aurora, Illinois: Here's a dollar; send me The Backbone Monthly for one year and mail me a copy of the "Backbone" Booklet.

Name .....

Address .....

B.P.-10-10

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

**3000 GUMMED LABELS \$1.00**  
POSTPAID  
SIZE, 1X2 INCHES PRINTED TO ORDER

Other styles & sizes for every purpose.  
Send for free catalog — you'll find just  
what you need. Our high quality  
and low prices will surprise you.

**VENTON LABEL CO.**  
PHILADELPHIA, PA.

## GOOD SHORTHAND REPORTER

is the only kind you can afford to employ. I am well prepared to handle  
all kinds of law and general reporting.

**FRED H. GURTLE**

SHORTHAND REPORTER

10 Randolph 3038 810-811 Reaper Block, CHICAGO

## I WILL MAKE YOU PROSPEROUS



If you are honest and ambitious write me  
today. No matter where you live or what  
your occupation, I will teach you the Real  
Estate business by mail; appoint you Special  
Representative of my Company in your town;  
start you in a profitable business of your  
own, and help you make big money at once.

Unusual opportunity for men without  
capital to become independent for life.  
Valuable Book and full particulars Free.  
Write today.

**NATIONAL CO-OPERATIVE REALTY CO.**  
117 Marden Building  
Washington, D. C.

Harden, Pres.

## Early Arrivals of New Fall Woolens Now on Sale —

Suits or Overcoats  
**\$25 to \$55**

**NICOLL The Tailor**  
W. JERREMS SONS  
CLARK AND ADAMS STS.  
CHICAGO

*if* you have advertising  
troubles I can help you

I make sketches, layouts  
and dummies or handle  
your advertising campaign  
complete — *Write me.*

**Burton Gibbs Smith**

ADVERTISING COUNSELLOR  
1150 OLD COLONY BUILDING — CHICAGO

## Salesmen Wanted

WE WANT a few strictly high-class specialty salesmen,  
preferably men with experience selling advertising cam-  
paigns. Proposition will pay from \$300 to \$500 per month or  
better. We have good territory open. If you can do justice to  
a proposition of high merit, write us at once, giving outline of  
your business experience and several references. This is a  
proposition for brainy, energetic, scientific salesmen who are  
willing to work intelligently for big money.

Box 623, Jacksonville, Florida

## Dr. Lindlahr's Sanitarium for Nature Cure

offers complete sanitarium facilities to patients  
from a distance and to those who wish to live  
the natural life in natural surroundings. We suc-  
cessfully treat all forms of so-called incurable  
diseases without the use of poisonous drugs or  
surgery.

### Nature Cure by Mail

In this department we are prepared to take  
care of patients at a distance who cannot have the  
benefit of instruction and treatment in our sani-  
tarium. Free literature and diagnosis blank fur-  
nished on application.

### Send for Valuable Free Health- Culture Literature

A LIMITED NUMBER OF VOLS. I. and  
II. of the NATURE CURE MAGAZINE, cloth  
bound, are now for sale. Price \$1.50 per volume,  
postpaid.

## Dr. Lindlahr's Sanitarium

525 Ashland Boulevard, Chicago  
Telephone, Monroe 2246

Down town offices and Treatment rooms:  
84 Adams St., Rooms 404-406  
Telephone Harrison 6130

# \$100 in Gold Given Away

**A** GENUINE bona fide offer. Read our proposition. Are you a smart speller? We give \$100 in gold and other prizes named below to those able to make the largest list of words from the words **The Rountree Publishing Company**. You can make at least twenty, we believe, and if your list is the largest you will get the greatest prize. In case of a tie, prizes will be divided between highest contestants. Here are the rules to follow: Use only words in the English language. Words alike, but with different meanings can be used but once. Use any dictionary. Pronouns, nouns, verbs, adverbs, suffixes, adjectives, proper nouns, allowed. Anything that is a legitimate word will be allowed. This is the way: Heart, temple, rain, only. Use these words and arrange alphabetically. The following is a list of the prizes:

**\$25.00** for the largest list of words as above. **\$20.00** set of Encyclopedia, second largest list. **\$15.00** third largest list. **\$12.00** set of dishes, fourth largest list. **\$10.00** Mission Lamp, fifth largest list. **\$10.00** cash, sixth largest list. **\$5.00** cash, seventh largest list. **\$2.00** each to the next twenty-two highest. Subscriptions to the *Dixie Home* one year to the next hundred highest.

We want you to know *The Dixie Home*, which is one of the brightest and best illustrated magazines in the world, and it is for this reason that we offer these premiums. We make no extra charge for the privilege of entering this word-building contest. To enter the contest it is necessary for you to send us fifty cents or subscription to the *Dixie Home* for one year, with your list of words. List should be sent at once. The lucky names will be published later. This is a great offer to those who take an interest in such contests.

Address

“Contest Editor,” *Dixie Home*, Dept. 13, Birmingham, Alabama

# A Business Asset

The ability to speak and write English correctly *is a business asset* of no means importance. Yet how rare it is! *You*, Mr. Salesman or Mr. Business Man *need this ability* and it can easily be acquired. There is a *fascinating* way to

## Polish Up Your English

It is by reading “*Correct English—How to Use It*,” a monthly magazine for cultured people, devoted to the use of correct English. It will *pay you* to get in touch with this unique magazine, as it is the only one of its kind. Read carefully this

**Partial List of Contents**—Shall and Will; Should and Would; How to Use Them; Correct English in the Home; Correct English in the School; What to Say and What Not to Say; Course in Grammar; Letter Writing and Punctuation; Business English for the Business Man; Compound Words; How to Write Them; Studies in English Literature

The subscription price is only \$1.00 a year, but if you prefer to see a copy before subscribing—

## Send Only 10 Cents

for a copy of the current issue. You will never regret it. So if you are interested in your own welfare, do this *now* before you turn another page. *But better still, use the Coupon TO-DAY.*

**Correct English Publishing Company ... 212 Monroe Street, Chicago, Illinois**

CUT OFF HERE

CORRECT ENGLISH PUBLISHING COMPANY, CHICAGO, ILLINOIS

Name .....

Local Address .....

Postoffice ..... State .....

B. P.

SAY—“I SAW IT IN THE BUSINESS PHILOSOPHER”

## Believe Your Memory



Depend on this convenient, useful, *gentleman's* memo book to keep your dates, figures, names, memos, etc., in better, neater style.

### Bennett Everlasting Memorandum Book

—leather cover, 3.3-4 x 8 inches, pocket for cards, removable pads—the most convenient. Price complete with your name stamped in gold on the cover and four inside pads, only . . . . . **\$1.00**

**Send no money** Simply send us your name and we will forward the book with your name printed. If satisfied, send us our \$1.00. If not, return the book. Send today.

**W. W. BENNETT CO.**  
Box 146, East End Pittsburgh, Penn.

ONE DOLLAR BRINGS YOU

## "The Rational Life"

By WILL J. ERWOOD

The latest word on: Love—Marriage—Divorce; the Sex Question; Social Evils; The Rational Life; The Conquest of Self, etc. It is as fascinating as a romance. It is live thought on live issues.

It is written for you . . . **EVERYMAN!**  
And for you . . . **EVERY WOMAN!**

And you too, mother and father, it has ideals for you! Send for it! Read it together! It will help to make "Home, Sweet Home!"  
Finely bound, cloth and gold, about 200 pages; at from the press. Postpaid, only One Dollar.

Address: **WILL J. ERWOOD**

apt. B. 717 East 22nd Street, Baltimore, Md.

## Embossed Business Stationery

Printed from Steel Dies  
Send for Samples

*Engraved Cards*

We engrave a one-line plate and furnish 100 engraved cards, postpaid. Engraved in script, \$1.25; block, \$1.50; solid Roman, old English or French script, \$1.75; shaded old English or block, \$2.00; shaded Roman or French script, \$2.25. Cash to be sent with order. Best stock used. Monogram stationery. Wedding and business announcements.

### The American Embossing Co.

192-69 SENECA STREET, BUFFALO, N. Y.

## Financing an Enterprise

By FRANCIS COOPER



**TWO** volumes that have helped hundreds of men win fortunes by showing them how to successfully finance and promote their business or their discoveries. Highly endorsed. Only successful work on promotion.

**Volume 1** describes conditions necessary for successful financing: how to investigate, protect and capitalize an enterprise; experimental work and model making.

**Volume 2** tells best methods for securing money, privately, or publicly, by advertising; how to advertise, how to write a winning prospectus. Important chapters on stock, bonds, incorporations, etc.

Invaluable knowledge gathered from fifteen years' experience. Save you hundred times its cost. Full descriptive circular if you want it.

500 pp. 1908 ed. Buckram binding. Two vols., \$4.00 prepaid. Either vol. separately, \$2.00 prepaid.

**HELDON UNIVERSITY PRESS**  
LIBERTYVILLE, ILLINOIS

## SPINAL IRRITATION

An elegantly illustrated booklet explaining the cause and cure of the disease that produces the following

### SYMPTOMS:

**HEADACHE** or pains in the head, especially in the Back part or Base of Brain; Nervous or Bilious Headache; sensations that feel like the pulling or stretching of  
**CORDS** in the Neck; trouble with the  
**EYES** connected with pain or aching in back part of head or neck or upper part of shoulders; aches or pains in the eyes or back of the head; specks or spots before the eyes or blurred vision; a frequent desire to  
**SIGH** or **YAWN** or take a deep, full breath, and in some cases, an inability to do so;  
**PALPITATION** or irregularity of the heart; pains, oppression, difficult breathing, or very peculiar and disagreeable feelings in the region of the  
**HEART, LUNGS, STOMACH**, or other parts of the body that doctors often call Neuralgia, Rheumatism, Indigestion, Heart trouble and various other names, but fail to cure; aches or pains in the region of the  
**KIDNEYS; BACKACHE**; sensations of oppression or constriction like a  
**BELT AROUND THE BODY**, or part way around;  
**PARTIAL PARALYSIS** of arms, shoulders, hands, lower limbs or feet, causing pains in these members, or a  
**NUMB FEELING** or sensations of coldness, heaviness, or a tingling or feelings resembling the  
**PRICKING OF PINS** or needles or as if the parts were asleep;  
**SORE, TENDER OR BURNING** points along the spine or in the limbs or feet; pains in the face, arms, back, lower limbs or feet, resembling those of  
**NEURALGIA OR SCIATIC RHEUMATISM** (physicians often treat these symptoms as ordinary neuralgia or rheumatism, but such treatment will not cure them);  
**CHILLS UP OR DOWN BACK**;  
**CREEPING** sensations, coldness or numbness; pain  
**BETWEEN SHOULDERS**.

If you have the above named symptoms, or any of them, you probably have **SPINAL IRRITATION**, a very serious disorder that but few physicians can cure. Yet it is very easily cured by proper treatment. Our elegantly illustrated booklet explains how. It also describes the disease and explains what causes it.

Price, 10 Cents

**OHIO STATE PUBLISHING CO., 93-5 The Birmingham, Cleveland, O.**

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# If These Men Know it, Don't ? You Want to Know it Too .....

PROF. FLOURNOY, of the University of Geneva, Switzerland, says of it: "We have nothing so well done in French."

PROF. RICHET, of Paris, France—"I have read it with the keenest interest."

PROF. MAX DESSOIR, of Berlin, Germany—"I was especially pleased with its sound, original ideas."

PROF. SCHILLER, of Corpus Christi College, Oxford, England—"I was particularly pleased with this book."

DR. VAN EEDEN, Amsterdam, Holland—"The sort of a book I considered absolutely necessary for the enlightenment of the public on this important subject."

PROF. BARRETT, of the Royal College of Sciences for Ireland—"I trust this work will really have the wide circulation it deserves."

SIR WILLIAM CROOKES, F. R. S., of London—"This book should be read with the utmost interest and care."

DR. I. K. FUNK, of Funk and Wagnalls, New York—"A strong book on a most vital subject."

MORTON C. PRINCE, M. D., of Boston—"I am sure it is destined to do a great deal of good."

HON. LYMAN J. GAGE, banker, ex-secretary of the U. S. treasury—"It has made good its purpose, which cannot be said of all books."

PROF. ELMER GATES, of Washington, D. C.—"It is the best simple statement of the subject extant."

REV. SAMUEL FALLOWS, D. D., LL. D., Presiding Bishop Episcopal Church, Chicago—"Practical, reliable, and has rendered a great service to the world."

REV. NEWELL DWIGHT HILLIS, D. D., Brooklyn, N. Y.—"Fills a real want. All persons will find it most suggestive and helpful."

REV. H. W. THOMAS, D. D., Ph. D., Chicago—"It reaches the heights of a singular power over its readers. There is certainly coming, and very near, a new birth of life."

ELBERT HUBBARD, East Aurora, N. Y.—"It shows a sure insight into the heart of things that is bound to make the world better."

## What are they all talking about?

About a New Book by DR. STANLEY LeFEVRE KREBS entitled

# "The Law of Suggestion"

If you wish we can get a copy for you, cloth-bound, post-paid,  
for 75 cents. (Stamps, check or money-order.)

Sheldon University Press, Libertyville, Illinois



## It Pays to Buy Your Goods From a Reliable House

Read What our Customer says  
in Regard to Our Carbon Paper

"We have found the Carbon Paper which we have secured from you people to be the most satisfactory of any carbon that we have secured from any other firms, and we have bought Carbon from at least four other dealers since we got the last from you. We ordered some Carbon now and we enclose herewith check for \$2.00 which we believe is the price we paid you for one hundred sheets before. On an old box which we have in the office which we secured from you is printed: "100 Sheets Durable Typewriter Paper, \$2.00 a Box."

### How is That for a Boost?

Don't you want to try a box of this good grade carbon? If so, send \$2.00 along to the

**National Office Supply Company**  
ZION CITY, ILLINOIS

"The Square Deal House" who will promptly fill your order.

We carry two kinds; "Favorite," the high-grade, light weight carbon for manifolding, \$3.00 a box. Also, our "Durable" carbon at \$2.00 a box per hundred sheets.

Agents wanted to carry our up-to-date line of office supplies  
ALL GOODS GUARANTEED. SEND FOR CATALOG

## THE ALAMO

### Colorado Springs' New Fire-Proof Hotel

*Strictly First-Class—American  
and European Plan*

#### RATES:

*American Plan—\$2.50 to \$4.00  
per day and upwards.*

*European Plan—\$1.00 per day  
and upwards.*

*150 Rooms—Fifty Elegant Suites  
with private baths.*

*Golf and other Outdoor Sports  
accessible to guests.*

**Colorado Springs, Colorado**

## HEN IN DETROIT STOP AT HOTEL TULLER



New and Absolutely  
Fireproof

Cor. Adams Ave.  
and Park St.

In the center of the  
Theatre, Shopping  
and Business  
District.

Has large Conven-  
tion Hall.

Has grand Roof  
Garden Cafe.

Music from 6 P. M.  
to 12:30 A. M.

**Every Room has Private Bath**

EUROPEAN PLAN

RATES: \$1.50 PER DAY AND UP

**W. TULLER - - Proprietor**

## Get the Chautauqua Idea

Don't read at random. Read a definite course. Train your attention upon a group of related topics. Learn about "Democratic England" this year. A reading set of Magazine-teacher and four books, complete in itself. Four such courses of the Chautauqua cycle, read in spare minutes, will give the college outlook, renew the early vision of liberal culture, bring that comprehensive understanding of world movements which makes for personal efficiency. Course neither difficult or expensive. Begin *now*.

FOR PARTICULARS ADDRESS

**Chautauqua Institution**

CHAUTAUQUA, NEW YORK

*Learn About England*

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

## The International Business Correspondence Course



CLIMB UP

Special Instruction for Home Study in

### Higher Accounting and Manufacturing Costs

for those who desire to qualify for *higher positions* and *higher salaries* as Chief Accountants, Cost Accounting, Auditors, etc.

### The Course Comprises

The International Business Encyclopedia; six lessons on Higher Accounting; six lessons on Factory Cost Accounting; twelve sets of Exercises to be worked out; twelve sets of Standard Answers, and the personal attention of the Board of Examiners.

### THE COST

**Special Terms until October 1, 1910**—This comprehensive, complete and fully effective Business Correspondence Course is offered at the temporary and very low introductory price of \$10 cash, or \$12 payable in easy installments of \$2 down or \$2 per month for five months. On and after October 1, 1910, the price will be \$20 cash, or \$24 on the installment plan.

**E. H. BEACH, Publisher ... Detroit, Michigan**

IF YOU WANT TO KNOW ANYTHING ABOUT

## Ohio

The State of Marvelous Natural Resources. The State of Great Manufacturing Advantages. Where Good Business is Encouraged and Bad Business is Discouraged.

IF YOU WANT TO KNOW ANYTHING ABOUT OHIO, YOU'LL FIND IT IN

## The Ohio Journal of Commerce

a weekly journal published by the business men of the state in the interest of all business. Subscription: Two dollars a year. THE OHIO JOURNAL OF COMMERCE is read every Saturday by the *progressive business men* of Ohio.

If you want to reach this money-spending class of Ohioans, place your advertisement in THE OHIO JOURNAL OF COMMERCE. We will be glad to give you any information about Ohio and THE OHIO JOURNAL OF COMMERCE.

## The Ohio Journal of Commerce Co.

339 CHAMBER OF COMMERCE BUILDING :: :: COLUMBUS, OHIO

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# PRACTICAL BUSINESS BOOKS!

Examine the List—Select Those That Will  
Help You—Mail Your Order Today



## Authorized American Edition of DICKSEE'S AUDITING

Revised and Enlarged  
By Robert H. Montgomery, C. P. A.

The acknowledged authority in both England and America on all subjects connected with auditing. The present edition retains all the valuable matter of the first edition, revised and brought up to date, and in addition *over 200 pages of entirely new matter*. The subject treatment is (1) Auditing—Up to the Trial Balance; (2) Methods of Account; (3) Special Considerations in Different Classes of Audit; (4) Auditing—From Trial Balance to Balance Sheet; (5) Forms of Account and Balance Sheets; (6) What Are Profits? (7) The Attitude of the Auditor; (8) The Liabilities of Auditors; (9) Investigations; (10) Interest; (11) Professional Ethics; (12) C. P. A. Examination Questions. Contains 100 pages of model forms of Balance Sheets, Income and Profit and Loss Accounts, etc., etc. 6 x 9. 586 pages. 1909. Durable cloth, gold stamped. \$5.00 delivered.

## CORPORATE FINANCE and ACCOUNTING

By H. C. Bentley, C. P. A.

Every corporation treasurer and accountant should possess this book. It is a complete working manual covering the daily duties of these officials. In six parts, as follows: (1) The corporation treasurer, his legal status, the requirements of his office, his duties, powers and liabilities, his relation to corporate affairs in general, his bonding; (2) An extended exposition of the methods and forms for practical corporate accounting, describing the various forms of books and entries; (3) Corporate finances, including funds in general, bank deposits, checks and dividends; (4) Negotiable instruments, their nature and requisites, their general and special liabilities, their collection; (5) Corporate securities; (6) 44 model legal forms for signatures, checks, receipts, resolutions and certifications. 6 x 9. Buckram. 500 pp. \$4.00 delivered.



## A Manual of CORPORATE MANAGEMENT

By Thos. Conynghon of the N. Y. Bar

No corporation official can really afford to be without this book. In it can be found immediately a clear, accurate, non-technical answer to any question concerning the legal side of corporate management. Tells the purposes, scope, and uses of the Charter and By-Laws: the rights, duties, powers and liabilities of Officers, Directors, and Stockholders under all circumstances: explains fully the issuance, sale, record and transfer of stock: tells how to conduct meetings: how to keep all books of record; and discusses such important matters as Committees, Dividends, Consolidations, Re-organization, etc. A safe guide in any state. Contains also over 200 model legal forms, covering practically every matter in corporation work requiring a form. Third Edition. 1909. 6 x 9. Buckram binding. \$3.50 delivered.

## CONDITIONAL SALES

By F. B. Haring of the Buffalo Bar

No concern which makes credit sales should be without this book. It states clearly the requirements for a valid contract of conditional sale in every state of the Union, whereby title to goods sold is retained in the vendor until payment has been made. This information is arranged under uniform headings giving Legal Status of Contracts, how to execute them, acknowledgement or proof required, recording or filing necessary, recording fee, renewals, discharge, Landlord's lien, criminal liability of vendee, action for money judgment, claim on fixtures, when vendor or vendee loses, etc. Approved forms of contracts, acknowledgements, etc. Used as a guide by hundreds of the largest concerns in the country. "Send us another copy," say Lyon & Healy, Chicago. 6 x 9. Buckram. 1909. \$5.00 delivered.



## A Manual of CORPORATE ORGANIZATION

By Thos. Conynghon of the N. Y. Bar

Explains clearly and in detail every step necessary for the organization and incorporation of a new company or the reorganization of an old one. Describes ends sought by incorporation: stock subscription lists and contracts: tells where to incorporate and the expense: detailed explanation of capitalization and the stock system and the status of stockholders: describes the nature and functions of the Charter and By-laws: tells how to conduct meetings: how to elect officers and directors, and defines their duties, powers and liabilities; full information for the protection of minority interests, protection of an inventor, underwriting, promoters, etc., etc. Accurate, authoritative, up-to-date, and entirely free from legal technicalities. Second Ed. 1908. 6 x 9. Buckram. \$3.00 delivered.

## FINANCING an ENTERPRISE

By Francis Cooper

A practical two-volume work telling how to secure capital and successfully promote a business enterprise of any kind. Vol. I describes conditions necessary for successful financing: tells how to investigate, protect, and capitalize an enterprise, discusses experimental work and model making. Vol. II tells best methods for securing money, privately, or publicly, by advertising: how to write a prospectus. Important chapters on stocks, bonds, incorporation, underwriting, etc. Written from 15 years' promoting experience. Only reliable work on the subject. Third edition. 1909. 543 pp. Buckram. Both vols. \$4.00 delivered. Either vol. singly \$2.00 delivered.



Complete Descriptive Circular of Any Book on Request

## THE RONALD PRESS COMPANY

Publishers of Business Books, and of  
THE BUSINESS WORLD, a magazine of Practical Business

Rooms 14-20  
229 Broadway, New York

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# Increase Your A+R+E+A

The following books are recommended by The Sheldon School for home reading and can be purchased from The Sheldon University Press, Libertyville, Illinois.

|                                                                            |         |
|----------------------------------------------------------------------------|---------|
| Art of Writing and Speaking the English Language; 4 Vols.....              | \$ 2.00 |
| As a Man Thinketh. Paper, 15 cents; cloth, 50 cents.....                   | 2.50    |
| A. B. Z. of Our Own Nutrition.....                                         | 1.00    |
| American Commonwealth .....                                                | 1.75    |
| Art of Living Long.....                                                    | 1.50    |
| Art of Living in Good Health.....                                          | 1.35    |
| Art of Science of Advertising.....                                         | 2.00    |
| Art of Thinking.....                                                       | 1.00    |
| Adam Bede .....                                                            | 1.00    |
| As a Matter of Course.....                                                 | 1.00    |
| Auto Suggestion .....                                                      | 1.00    |
| Backbone, Ribbon-tied, Art Binding, 50 cents; Limp Leather, [de luxe]..... | 1.00    |
| Boy Wanted .....                                                           | 1.25    |
| Back in Harness.....                                                       | .50     |
| Brain Power Manual.....                                                    | 2.00    |
| Brain and Personality.....                                                 | 1.30    |
| Browning's Poems .....                                                     | .60     |
| Bryant's Poems .....                                                       | .75     |
| Business Law .....                                                         | 1.00    |
| Business Power.....                                                        |         |
| Business Short Cuts.....                                                   | 1.00    |
| Caxton Brochures .....                                                     | .14     |
| A Certain Rich Man.....                                                    | 1.50    |
| Character .....                                                            | 1.00    |
| Character Reader Vaughns.....                                              | 1.00    |
| Character Reader Symes.....                                                | .50     |
| The Clerk's Book.....                                                      | .25     |
| Story of Creation.....                                                     | 1.25    |
| Primer of Logic.....                                                       | .50     |
| Common Sense of the Exact Sciences.....                                    | 1.50    |
| Corporate Management .....                                                 | 3.00    |
| Compendium of All Card Systems.....                                        | 3.00    |
| Corporate Organization .....                                               | 3.00    |
| Correspondence Course .....                                                | 15.00   |
| Cosmic Consciousness.....                                                  | 4.00    |
| Creative Imagination .....                                                 | 1.75    |
| Credit and its Uses.....                                                   | 1.50    |
| The Crisis.....                                                            | 1.50    |
| David Copperfield.....                                                     | 1.00    |
| David Harum .....                                                          | 1.50    |
| Darrow's Farmington.....                                                   | 1.50    |
| Dictionary of English Synonyms.....                                        | 2.00    |
| Deserted Village.....                                                      | .50     |
| Dictionary of Philosophy and Psychology.....                               | 16 00   |
| Dictionary of Philosophy.....                                              | 10.00   |
| Diseases of the Will.....                                                  | .75     |
| The Doors of Life.....                                                     | 1.00    |
| The Dore Lectures.....                                                     |         |
| Duty .....                                                                 | 1.00    |

# THE BUSINESS PHILOSOPHER

|                                                                         |      |
|-------------------------------------------------------------------------|------|
| Elementary Lessons in Electricity and Magnetism.....                    | 1.40 |
| Education of the Will.....                                              | 1.50 |
| Elegy in a Country Churchyard.....                                      | .75  |
| Empire of Business.....                                                 | 3.00 |
| Emerson's Poems.....                                                    | .60  |
| Essay on the Creative Imagination.....                                  | 1.75 |
| Essentials of Elocution.....                                            | 1.25 |
| Everyman Magazine.....                                                  | 1.00 |
| Everyman a King.....                                                    | 1.00 |
| Evolution of General Ideas.....                                         | 1.25 |
| Evolution of the Soul.....                                              | 1.50 |
| Fiction.....                                                            | 1.50 |
| Financial Advertising.....                                              | 5.00 |
| Financing an Enterprise.....                                            | 4.00 |
| First Lessons in Finance.....                                           | 1.25 |
| Food and Dietetics.....                                                 | 3.00 |
| Form Paragraph Letter Writer.....                                       | 3.00 |
| Franklin's Biography.....                                               | 1.50 |
| Freedom of Life.....                                                    | 1.00 |
| Funds and Their Uses.....                                               | 1.25 |
| Ginger Talks.....                                                       | 2.00 |
| Good English Form Book.....                                             | 1.00 |
| God's Good Man.....                                                     | 1.50 |
| Grant.....                                                              | .75  |
| Hamlet.....                                                             | .25  |
| Hand Book of Oratory.....                                               | 3.50 |
| Happiness as Found in Forethought.....                                  | 1.00 |
| Harmonics of Evolution.....                                             | 2.00 |
| He Can, Who Thinks He Can.....                                          | 1.00 |
| Help Essays.....                                                        | .40  |
| History and Power of Mind.....                                          | 2.00 |
| History of Sculpture.....                                               | 1.50 |
| History of Architecture.....                                            | 2.00 |
| History of Modern Banks.....                                            | 4.00 |
| History of Paintings.....                                               | 1.50 |
| History of United States.....                                           | 1.00 |
| Homer's Illiad.....                                                     | 1.00 |
| Homer's Odyssey.....                                                    | 1.00 |
| House of Seven Gables.....                                              | 1.00 |
| How to Advertise a Retail Store.....                                    | 3.50 |
| How to Become Quick at Figures.....                                     | 1.00 |
| How to Develop Power and Personality.....                               | 1.25 |
| How to do Business as Business is Done in Great Commercial Centers..... | 1.00 |
| How to do Business by Letter.....                                       | 1.00 |
| How to Get Strong.....                                                  | 1.00 |
| How to Grow Success.....                                                | .50  |
| How They Succeeded.....                                                 | 1.50 |
| Huckleberry Finn.....                                                   | 1.75 |
| Human Culture.....                                                      | 1.20 |
| Human Nature Explained.....                                             | 1.00 |
| Humanism.....                                                           | 2.75 |
| Influence of Mind.....                                                  | .75  |
| Inspired Millionaires.....                                              | 1.25 |
| An Introductory Logic.....                                              | 1.10 |
| In Tune With the Infinite.....                                          | 1.25 |
| Jiu Jitsu.....                                                          | 1.00 |
| John Martin's Clerks.....                                               | .25  |
| Julius Cæsar.....                                                       | .20  |
| Lady of the Lake.....                                                   | 2.00 |
| Law of Mental Medicine.....                                             | 1.00 |
| Law of Psychic Phenomena.....                                           | 1.50 |
| Law of Suggestion.....                                                  | .75  |

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

## THE BUSINESS PHILOSOPHER

|                                                                          |       |
|--------------------------------------------------------------------------|-------|
| The Leopard's Spots.....                                                 | .75   |
| Treasures of Truth, Art Boards, 75 cents; [de luxe].....                 | 1.00  |
| Les Miserables.....                                                      | 1.00  |
| Letters From a Baseball Fan to His Son, Art Binding.....                 | .50   |
| Letters of a Self Made Merchant to His Son.....                          |       |
| Abraham Lincoln.....                                                     | .75   |
| Lincoln and Other Poems.....                                             | 1.00  |
| Lippincott's Reader's Reference.....                                     | 39.00 |
| Longfellow's Poems.....                                                  | 1.00  |
| The Making of the Great West.....                                        | 1.50  |
| Making of a Man.....                                                     | 1.25  |
| Making of a Merchant.....                                                | 1.50  |
| Making the Man Who Can.....                                              | .50   |
| Man Limitless.....                                                       | 1.25  |
| Manufacturing Costs.....                                                 | 2.00  |
| Man With the Hoe and Other Poems.....                                    | 1.00  |
| Marble Faum.....                                                         | 1.50  |
| Measure of Man.....                                                      | 1.20  |
| Memory Culture.....                                                      | 1.00  |
| Merchant of Venice.....                                                  | .20   |
| Mind's Attainment.....                                                   | 2.00  |
| Mind Power and Privileges.....                                           | 1.50  |
| Mind Training and Concentration.....                                     | 2.00  |
| Modern Advertising.....                                                  | 1.62  |
| Modern Bank.....                                                         | 1.50  |
| Modern Corporation.....                                                  | 2.00  |
| My Lady Beautiful.....                                                   | 1.10  |
| Mental Addition Simplified.....                                          | .50   |
| My Little Book of Prayer.....                                            | .50   |
| New Glutton and Epicure.....                                             | 1.00  |
| New Man and the 20th Century Problem.....                                | .25   |
| New Menticulture.....                                                    | 1.00  |
| Next Step in Evolution.....                                              | .50   |
| Ol' Doc Lint and Other Poems, Art Cloth, \$1.00; Leather, [de luxe]..... | 2.00  |
| Optimism.....                                                            | .75   |
| Organic Evolution.....                                                   | 2.00  |
| Othello.....                                                             | .56   |
| Other Wise Men.....                                                      | .80   |
| Outline of Cosmic Philosophy.....                                        | 8.00  |
| Our Invisible Supply.....                                                | 2.00  |
| Partnership Relations.....                                               | 2.00  |
| Perfect Health.....                                                      | 1.00  |
| Paths to Powers.....                                                     | 1.00  |
| Physiology of the Senses.....                                            | 1.50  |
| Plutarchs Lives.....                                                     | 1.50  |
| Politics for Young Americans.....                                        | .75   |
| Power of Success.....                                                    | 10.00 |
| Power Thru Repose.....                                                   | 1.00  |
| Power of Will.....                                                       | 3.18  |
| Practical Journalism.....                                                | 1.25  |
| Principles of the Mail Order Business.....                               | 1.00  |
| The Promoters.....                                                       | .75   |
| Psychological Principals of Education.....                               | 1.75  |
| Prosperity Thru Thot Force.....                                          | 1.00  |
| Psychology of Attention.....                                             | .75   |
| Psychology of Advertising.....                                           | 2.00  |
| Psychic Treatment.....                                                   | 3.00  |
| Psychology.....                                                          | 1.60  |

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

## THE BUSINESS PHILOSOPHER

|                                            |      |
|--------------------------------------------|------|
| Psychology of the Emotions.....            | 1.50 |
| Psychological Principals of Education..... | 1.75 |
| Psychology of Public Speaking.....         | 1.25 |
| Psychology of Suggestion.....              | 1.75 |
| Pushing Your Business.....                 | 1.00 |
| Riley's Poems .....                        |      |
| Romeo and Juliet.....                      | .56  |
| Rules of Order.....                        | .75  |
| Right and Wrong Thinking.....              | 1.50 |
| Ropp's Commercial Calculator .....         | 1.00 |
| Sales Plans .....                          | 2.50 |
| Sales Promotion.....                       | 1.00 |
| Scarlet Letter .....                       | 1.00 |
| Science of Organization .....              | 3.00 |
| Six Hundred Talking Points; 2 Vols.....    | 4.00 |
| Scientific Living.....                     |      |
| Scott's Poems .....                        | 1.75 |
| Self Culture.....                          | 1.00 |
| Self Help.....                             | 1.00 |
| Soul of Man .....                          | 1.50 |
| The Steam Engine.....                      | 3.75 |
| The Story of Creation.....                 | 1.25 |
| The Story of Electricity.....              | .35  |
| Story of a Grain of Wheat.....             | 1.00 |
| Story of The Mind.....                     | .35  |
| Story of a Piece of Coal.....              | .35  |
| Success in Letter Writing.....             | 1.00 |
| 100,000 Synonyms and Antonyms.....         | 1.00 |
| Talks by the Old Storekeeper.....          | .50  |
| Talks on Writing English.....              | 1.50 |
| Talks on Writing English.....              | 1.30 |
| The Great Work.....                        | 2.00 |
| Great Psychological Crime.....             | 2.00 |
| The Tempest.....                           | .56  |
| Thot Force .....                           | 1.00 |
| Thought Vibration .....                    | 1.00 |
| Thoughts on Business.....                  | 1.25 |
| Thusnelda .....                            | .75  |
| Tennyson's Poems.....                      | .60  |
| That Last Waif.....                        | 1.00 |
| Theory of Advertising.....                 | 2.00 |
| The Theory of Business Enterprise.....     | 1.50 |
| Transaction of Business.....               | 1.00 |
| 20th Century Dictionary.....               |      |
| Uncooked Foods.....                        | 1.00 |
| Unwritten Meanings of Words.....           | 2.00 |
| Washington, George .....                   | .75  |
| Whittier Poems .....                       | 1.50 |
| Works and Days.....                        | 1.25 |
| Wood Study .....                           | .50  |
| Words, Their Use and Abuse.....            | 2.00 |
| Wordsworth's Poems .....                   | 1.75 |
| Worth While Series.....                    | .35  |
| The Young Man's Affairs.....               | 1.00 |
| The Young Man and the World.....           | 1.62 |



# How to Increase Your Mental Wealth at Small Cost—

**T**O BECOME a better Speaker of Words—and to be a scientific salesman one must know how to speak wisely and well—one should have a thorough acquaintance with the great classics of literature.

¶ *The Caxton Brochures* are exquisitely printed in two colors on high-grade paper—protected with a heavy cover—tied with silk—brightened with a special portrait of the author by Hillberg—and possess the great merit of fitting the pocket both in size and price.

¶ By special arrangement we have secured a limited quantity of these beautiful Brochures and while they last they will be sold for Fourteen Cents each or Ten for One Dollar.

¶ Of course you know we wrap all our goods with Satisfaction—which means that you can have your money back absolutely without question if you are not perfectly satisfied.

## *The Caxton Brochures*

¶ A collection of Little Masterpieces, published one each month, by the Caxton Society, the aim being to present the most significant essays and short stories by the world's best authors, in a form that will appeal to all bookish people.

No. 1—CHARLES LAMB'S ESSAY, "A Dissertation upon Rast Pig," also "Detached Thoughts on Books and Reading."

No. 2—RALPH WALDO EMERSON'S "Essay on Compensation."

No. 3—"THE CHINESE PHILOSOPHER'S SON," by Oliver Goldsmith. This number is now out of print.

No. 4—"BIBLIOPHILE AND BIBLIOMANIAC," by Henry Houssaye and Henry Ward Beecher.

No. 5—"COLLECTANEA," being certain verses written by Rudyard Kipling.

No. 6—"POOR RICHARD'S ALMANACK," Shrewd wit of Benjamin Franklin as compiled by himself. With facsimile reproductions.

No. 7—"HENRY DAVID THOREAU, His Character and Opinions," by Robert Louis Stevenson.

No. 8—"BACON'S ESSAYS," being those contained in the first edition, published in 1597. With facsimile reproductions of some of the pages.

No. 9—"WISDOM OF CHESTERFIELD." Being extracts from letters of the Earl of Chesterfield to his son.

No. 10—"LOVE LETTERS OF HENRY VIII TO ANNE BOLEYN." The authentic love letters of a real king.

No. 11—"RUBAIYAT OF OMAR KHAYYAM," by Edward FitzGerald. This is a careful reprint of the first edition, introduction and notes.

No. 12—"SELF-RELIANCE," by Ralph Waldo Emerson. "Let a man know his worth, and keep things under his feet."

No. 13—"WILL O' THE MILL," by Robert Louis Stevenson.

No. 14—"RABBI BEN EZRA," by Robert Browning. This number contains a special analysis and study.

No. 15—"THE LEGEND OF SLEEPY HOLLOW," by Washington Irving.

No. 16—"THE ATHEIST'S MASS," by Honore de Balzac.

No. 17—"ODES OF ANACREON," as translated by Thomas Moore.

No. 18—"EVERYMAN," the great Morality Play. Facsimile reproductions from old editions.

No. 19—"ADDRESS ON ARTS AND CRAFTS," by William Morris.

*We believe these Brochures are a little better than anything ever before attempted in special editions at a popular price. The numbers now ready are No. 1 to 19, inclusive; and with exception of No. 3 which is out of print. We will supply them at fourteen cents each, or ten for one dollar.*

## Sheldon University Press, Libertyville, Ill.

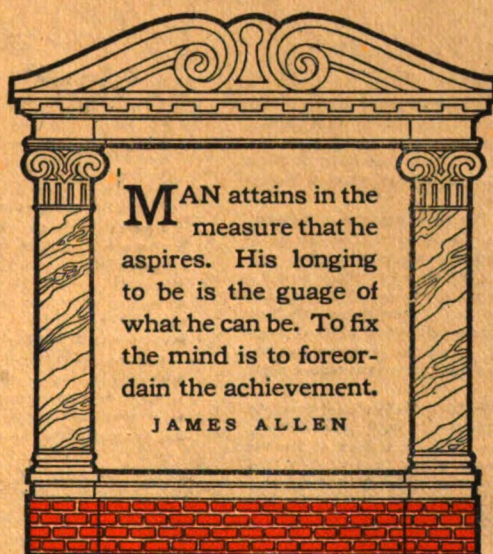
DEPARTMENT 87



**A**LL good  
awaits the  
man whose de-  
sire to serve is  
the dominant  
passion of his  
life. —*Sheldon*

OCT 24 1910

# *The* BUSINESS PHILOSOPHER



ARTHUR·FREDERICK·SHELDON  
EDITOR

SHELDON·UNIVERSITY·PRESS  
LIBERTYVILLE·ILLINOIS

How We May Know Ourselves and  
Others : *by* Dr. Katherine M. H. Blackford

# 33 $\frac{1}{3}$ Per Cent Discount

**I**N ORDER to move an enormous quantity of the paper bound books of James Allen's writings we are offering the above discounts on all orders for ten or more copies. This discount will hold good only on orders received by us before December 10, 1910. Rush orders to us at once. We will make shipment on any date specified by you.

## The Four Great Books of Power

Make most excellent Christmas Gifts and we will forward them to different addresses if you wish.

### As a Man Thinketh

BY JAMES ALLEN

Said by some to be one of the most powerful books on Self-Building and Thought-Mastery ever published. Note the contents: Thought and Character. Effect of Thought on Circumstances. Effect of Thought on Health and the Body. Thought and Purpose. The Thought Factor and Achievement. Visions and Ideals. Serenity.

We say it reverently, this little book is worthy of Emerson. It is a prose poem, yet it is for the constant, every-day use of men and women who toil with head and hands, and love with hearts, in the midst of stress and burden-bearing. Here the author makes beautifully clear the power of thought, and throws a light on the way to its right application. Of it he says, in his foreword: "This little volume (the result of meditation and experience) . . . is suggestive rather than explanatory, its object being to stimulate men and women to the discovery that

"They themselves are makers of themselves" by virtue of the thoughts which they choose and encourage."

A noble and Godlike character is not a thing of favor or chance, but is the natural result of continued effort in right thinking."

—James Allen.

### Morning and Evening Thoughts

BY JAMES ALLEN

Being some of the choice meditations of James Allen, lovingly gathered from his writings and compiled by Lily L. Allen and others.

Of these thoughts, the compiler says:

"Knowing, as I do, the writer as no one else knows him; seeing him as I have, for many years under all circumstances—in hours of work and leisure, in the days of joy and sorrow, in the sunshine and in the cloud—I know that these writings are not the words of an idle brain, nor are they gathered from other writings, nor picked up here and there, but they are the deep experiences of his heart, and were first lived and then written."

There are several choice selections, both prose and poetry, for each day of the month. A book to be carried next the heart. A book that wins the heart. This book should be a companion to every one wishing to develop his earning powers.

"The Universe is full with goodness and strength, and it protects the good and strong." James Allen.

### Out From the Heart

#### A Sequel to As a Man Thinketh

BY JAMES ALLEN

"Make pure thy heart, and thou wilt make thy life  
Rich, sweet, and beautiful, unmarred by strife;  
Guard well thy mind, and, noble, strong, and free  
Nothing shall harm, disturb, or conquer thee;  
For all thy foes are in thy heart and mind,  
There also thy salvation thou wilt find."

Thus writes the author on the title page of this simple and heart-searching little book. These words breathe the optimistic tone of the pages that follow. And through the truths presented, thousands have received the inspiration to the first steps in enlightenment and freedom. The author has not only given the inspiration, but shown the way. The directions on the formation of habit are invaluable.

You may search, but you will not find better books to give your children, your pupils, your business associates, and those who, in subordinate positions, are co-operating with you to make your business a success, than "As a Man Thinketh," and its sequel, "Out From the Heart."

### Through the Gate of Good or, Christ and Conduct

BY JAMES ALLEN

This book is an interpretation of the mission and teaching of Jesus in the light of self-perfection by noble moral conduct, based upon the truth that spiritual enlightenment and the practice of virtue are identical. An illuminating commentary on present-day trends of thought, vital and valuable. In it Mr. Allen deals with The Gate and the Way, The Law and the Prophets, The Yoke and the Burden, The Word and the Door, The Vine and the Branches, and Salvation this Day—here and now. A companionable book.

"The essential difference between a wise man and a fool is that the wise man controls his thinking, the fool is controlled by it."—James Allen.

"That Jesus subordinated his own will to the will of the Father, it is inspiring to know, but it is not sufficient; it is necessary that you, too, should likewise subordinate your will to that of the over-ruling Good. The grace and beauty and goodness that were in Jesus can be of no value to you unless they are also in you, and they can never be in you unless you practice them, for, apart from doing, the qualities which constitute Goodness do not, so far as you are concerned, exist."—James Allen, in "Through the Gate of Good."

Regular Price Fifteen Cents per Copy

Sheldon University Press, Libertyville, Illinois

ARTHUR F. SHELDON  
EDITOR-IN-CHIEF

# CONTENTS

ARTHUR W. NEWCOMB  
MANAGING EDITOR

SHELDON'S BUSINESS PHILOSOPHER AND SALESMANSHIP

NOVEMBER, 1910

|                                                           |                     |
|-----------------------------------------------------------|---------------------|
| KATHERINE M. H. BLACKFORD.....                            | <i>Frontispiece</i> |
| EDITORIAL .....                                           | 639                 |
| <i>By A. F. Sheldon</i>                                   |                     |
| DELIVER THE GOODS.....                                    | 644                 |
| HOW WE MAY KNOW OURSELVES AND OTHERS.....                 | 645                 |
| <i>By Dr. Katherine M. H. Blackford</i>                   |                     |
| THE QUALITY OF LOYALTY AND ITS SURE REWARDS AND PROFITS   | 650                 |
| <i>By Amos Burhams</i>                                    |                     |
| THE PLACE OF WOMAN IN THE HOME AND THE BUSINESS WORLD     | 651                 |
| <i>By Alice Hubbard</i>                                   |                     |
| SOME PRIME ESSENTIALS THAT WIN IN THE BUSINESS GAME....   | 658                 |
| <i>By Don E. Mowry</i>                                    |                     |
| DISCOURAGEMENT, THE DISEASE—STICKTOITIVENESS, THE CURE... | 661                 |
| <i>By H. P. Wartman</i>                                   |                     |
| THE QUESTIONS OF SOCRATIC.....                            | 665                 |
| <i>By Arthur W. Newcomb</i>                               |                     |
| SOME FACTS ABOUT THE ADVERTISING OF LIFE INSURANCE.....   | 671                 |
| <i>By Stewart Anderson</i>                                |                     |
| THE STORE SPEAKS A WORD FOR ITSELF, ITS GOODS AND SERVICE | 676                 |
| <i>By Arthur B. Freeman</i>                               |                     |
| OPPORTUNITIES EVERYWHERE, ALL THE TIME, FOR THE SALESMAN  | 677                 |
| <i>By Thomas Dreier</i>                                   |                     |
| WITH THE EDUCATOR.....                                    | 681                 |
| <i>By George Landis Wilson</i>                            |                     |
| HOW ONE WOMAN SOLVES THE HIGH COST OF LIVING PROBLEM      | 683                 |
| <i>By Mrs. B. R. Buflham</i>                              |                     |
| LETTERS OF A SALES AND ADVERTISING MANAGER.....           | 685                 |
| <i>By George H. Eberhard</i>                              |                     |
| BRAIN PLUS GRAIN—ONE SEED THOUGHT ON ADVERTISING.....     | 687                 |
| <i>By T. J. McLaughlin</i>                                |                     |
| SOME QUALITIES AND METHODS OF AN EFFICIENT SALES MANAGER  | 690                 |
| <i>By George H. Eberhard</i>                              |                     |
| THE MENTAL BASIS OF PHYSICAL HEALTH AND VITAL POWER       | 692                 |
| <i>By H. Lindlahr, M. D., D. O.</i>                       |                     |
| LEAVES FROM MY ORDER BOOK.....                            | 695                 |
| <i>By Morton Mayne</i>                                    |                     |

Two dollars a year will bring the magazine to anyone in the United States or its possessions, \$2.25 in Canada, and \$2.50 in foreign countries. Requests for "change of address" must reach this office before the tenth of the month in order to insure the proper mailing of the current issue of this magazine. In sending in the new address please give your previous location.

Published by the Sheldon University Press, Libertyville, Illinois

Entered as Second-Class Matter, December 15, 1908, at the Post Office at Libertyville, Illinois, under Act of March 3, 1879. Copyrighted by Sheldon University Press.



# Learn to Size Up Men



DR. KATHERINE M. H. BLACKFORD

research and experiments, and then to formulate the whole into a sane, logical, simple, and practical science. After painstaking application, checking and rechecking, covering many years and travel to all parts of the country, she found that the new science always works out—that it is reliable. She has taught it to thousands of the keenest business men of many cities, particularly New York, Chicago, Philadelphia, Boston, Seattle, St. Paul, and San Francisco. They are using it in their business today with consistent success.

Through all these years, Dr. Blackford committed very little of her science to writing, her work being done entirely by lectures and private instruction. Within the last year, she has written two lessons on the Science in the Course in the Science of Business Building, taught by The Sheldon School. With the exception of these, scarcely a word from her pen has appeared in print. Thousands all over the country have called for something authoritative from her, but she has not been ready. NOW, AT LAST,

## THE BUSINESS PHILOSOPHER

has succeeded in making arrangements with her for a series on the subject, to run for an entire year, beginning in the issue for NOVEMBER, 1910.

In this series, Dr. Blackford will tell about the birth of the new science, and of the laws and principles upon which Human Nature Study is founded.

### Dr. Blackford is the Discoverer of

- The Law of Color,
- The Law of Form,
- The Law of Proportion,
- The Law of Temperamental Combinations,
- The Law of Texture,
- The Law of Climatic Adaptability,
- The Law of Change of Temperament,
- The Law of Human Chemicals,
- The Application of Scientific Character Analysis to Education,
- The Application of Scientific Character Analysis to the Choice of a Career,
- The Application of Scientific Character Analysis to Salesmanship and Business.

These conclusions are based upon recorded data of twelve thousand subjects personally examined by Dr. Blackford, supplemented by observation of more than thirty thousand.

You can easily see that this is a most important series of articles for business and professional men—for men in every walk of life—the greatest that has been offered to the public for years. *The formulation of the Science of Character Analysis is the most important event in the business world since the formulation of the Science of Salesmanship.*

Remember, the series begins in the November number. Get your subscription in early. Be sure to get the whole series. Two dollars a year; twenty cents a copy.

**The Business Philosopher, Libertyville, Illinois**

**S**HELDON says that your success in life is in proportion to your obedience to four injunctions:

- Know yourself;
- Know your fellow men;
- Know your business;
- Apply your knowledge.

How to know yourself and how to know others are the two big problems. Take one hundred of the greatest successes you know—they are men who solved these two problems. They had to learn by hard knocks and expensive experience.

But today, Science has come to your rescue. It makes human character—your character and that of the other fellow—an open book.

Learn the Science of Character Analysis—then you can read yourself and others as easily as you now read the signs on the store fronts. The color, the form, the proportions, the features, the shape of the head, the texture of the hair and skin, the handshake, the posture, the voice, the walk of any man are the letters that spell to you, when a trained observer, the secrets of his character. The whole sentence is read at a glance.

Phrenology, physiognomy, anthropology, biology, physiology, ethnology, psychology, and the study of temperaments have been steps on the way. But by themselves they are a jargon, so far as any clear voice as to character reading is concerned—at best only the bases for more or less accurate guesses. It remained for

## Dr. Katherine M. H. Blackford

to take these separate sciences, discover their general laws and their relations to one another, to add to them the record of her own extended

### Dr. Blackford Teaches How You Can

- Know your own powers and weaknesses.
- Develop the one and overcome the other.
- Read others at a glance.
- Approach the different types.
- Close with the different types.
- Adapt Education to needs.
- Know the trustworthy and the untrustworthy.
- Choose the right man for the right place.
- Choose the right partners and associates.
- Combine the different men in your organization.

30 Editions Since Publication

# It is Only Once in a Decade, not Oftener, that a Really *Great* Book is Written—this is One

We want you to read Jules Payot's "EDUCATION OF THE WILL," *because it is a great book.* No matter what your present position in life may be, this book will help you to greater achievement—greater success.

**¶** If after reading "The Education of the Will" you tell us that you have not been benefited, have not been inspired to higher, nobler thoughts, have not been clearly directed to a better standard of life, *send the book back to us and we will refund the purchase price paid by you.*

The author, one of the foremost educators of France, proves that character is not wholly a matter of birth or heredity, but that through the education of the will, character can be formed and developed to the highest degree.

All that is necessary is that one possesses the *desire* for mental superiority.

No matter how richly endowed you may be mentally you can only go as far as your *will* will carry you.

If you follow the suggestions in this book you can secure mastery of your will, and that means not only spiritual but worldly supremacy, because your

*will* is the force that drives and directs your faculties; the higher its development, the more profitably you may *capitalize* your talents.

While the author's thesis is based upon the soundest laws of psychology, the book is written in plain, frank language, unclouded by abstruse scientific terms, and it is easily understood by the ordinary reader.

Every father and mother should *insist* that their children, from seventeen years of age upward, read this book not only *once* but several times.

**CAUTION**—Be sure that it is *Payot's* book that you buy as there is another book with the same title, but which has no relation to this.

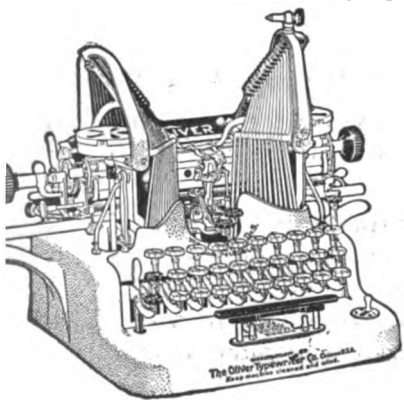
THE EDUCATION OF THE WILL, by Jules Payot, Litt. D., Ph. D., translated from the French by Smith Ely Jelliffe, M. D., Professor Clinical Psychiatry, Fordham University, New York, 12mo, cloth, 450 pages, \$1.50; post-paid, \$1.60.

## Sheldon University Press, Area P. O., Rockefeller, Ill.

# Seventeen Cents a Day Buys an Oliver Typewriter

This amazing offer—the New Model Oliver Typewriter No. 5 at 17 cents a day—is open to everybody, everywhere.

It's our new and immensely popular plan of selling Oliver Typewriters, on little easy payments. The abandonment of *longhand* in favor of clean, legible, beautiful *typewriting* is the next great step in human progress.



Already—in all lines of business and in all professions—the use of *pen-and-ink* is largely restricted to the writing of *signatures*.

Business Colleges and High Schools, watchful of the trend of public sentiment, are training a vast army of young people in the use of Oliver Typewriters.

The prompt and generous response of the Oliver Typewriter Company to the world-wide demand for *universal typewriting*, gives tremendous impetus to the movement.

The Oliver, with the largest sale of any typewriter in existence, was the logical machine to take the initiative in bringing about the *universal use* of typewriters. It *always* leads.

## Save Your Pennies & Own an Oliver

This "17-Cents-a-Day" selling plan makes the Oliver as easy to *own* as to *rent*. It places the machine within easy reach of every *home*—every *individual*. A man's "cigar money"—a woman's "pin-money"—will buy it.

Clerks on small salaries can now afford to own Olivers. By utilizing spare moments for practice they may fit themselves for more important positions.

School boys and school girls can buy Olivers by saving their *pennies*.

You can buy an Oliver on this plan at the regular catalog price—\$100. A small first payment brings the machine. Then you save 17 cents a day and pay monthly.

And the possession of an Oliver Typewriter enables you to *earn money to finish paying for the machine*.

### Mechanical Advantages

The Oliver is the most highly perfected typewriter in the market—hence its 100 per cent efficiency.

Among its scores of conveniences are:

- the Balance Shift
- the Ruling Device
- the Double Release
- the Locomotive Base
- the Automatic Spacer
- the Automatic Tabulator
- the Disappearing Indicator
- the Adjustable Paper Fingers
- the Scientific Condensed Keyboard

### Service Possibilities

The Oliver Typewriter turns out more work—of better quality and greater variety—than any other writing machine. Simplicity, strength, ease of operation and visibility are the corner stones of its towering supremacy in

- Correspondence
- Card Index Work
- Tabulated Reports
- Follow-up Systems
- Manifolding Service
- Addressing Envelopes
- Working on Ruled Forms
- Cutting Mimeograph Stencils

Can You Spend 17 Cents a Day to Better Advantage than in the Purchase of this Wonderful Machine

Write for Special Easy Payment Proposition or See the Nearest Oliver Agent

The Oliver Typewriter Co., The Oliver Typewriter Building Chicago, Illinois

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# Ring the Bell Every Time

**W**HAT is it worth to you to be able to ring the bell every time you strike for a customer's order? What is it worth to you to be able, when he puts forth an objection, to knock that objection sky high with the irresistible force of a selling argument that has been tried and proven by the best salesmen of the best concerns in the world—concerns whose names are household words by reason of the enormous sales these very selling arguments have brought them?

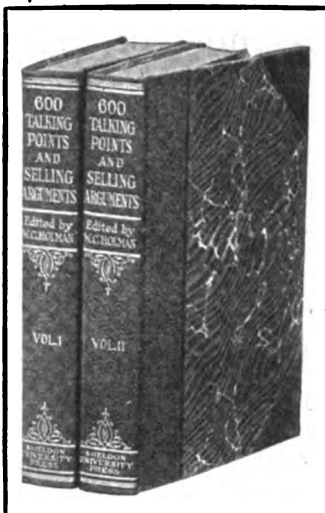
## What is it Worth to You:

—To know in advance the objections your prospect will make and the best answer to each that has ever yet been discovered.

—To have a number of answers (in some cases as many as twenty to thirty) to each objection—all irresistible—600 irresistible selling arguments?

—To know that every one of these arguments has been evolved by years of hard experience—improved and made stronger by constant successful use?

—To know that many of these arguments cost thousands of dollars in experience before they were discovered and perfected—and that many of them have sold millions of dollars worth of goods?



## Every Page Coinable Into Money

A chemical formula written on the back of an envelope may be worth a fortune; a few figures giving the combination to a safe may unlock a door with millions behind it. Every page of this book contains a selling formula that you can coin into ready money. Every one of these 600 irresistible arguments opens a door that will lead you to more sales and more commissions. You could well pay, if you had to, a green-back for every page of this book; but the cost to you is slight.

**Sign This Coupon** —Can you afford to pay one-half cent for an argument that has sold thousands of dollars worth of goods—an argument whose discovery cost hundreds or even thousands of dollars in time and experience and actual money of star salesmen and great concerns.

—An argument that will surely close sales for you—that may clear you a hundred dollars in commissions the first day you use it, and hundreds or even thousands of dollars as you use it over and over again, throughout the entire year and for years to come.

Can you afford to pay one-half cent for what is worth anywhere from \$10.00 to \$1,000.00 in actual money-making power to you?

## Then Sign This Coupon and Mail Today

THE SHELDON UNIVERSITY PRESS, Libertyville, Illinois

Enclosed please find \$4.00 for your Two Big Volumes of Six Hundred Talking Points and Selling Arguments.

Name.....

Address, etc.....

"SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"



# 1/2 — MARK

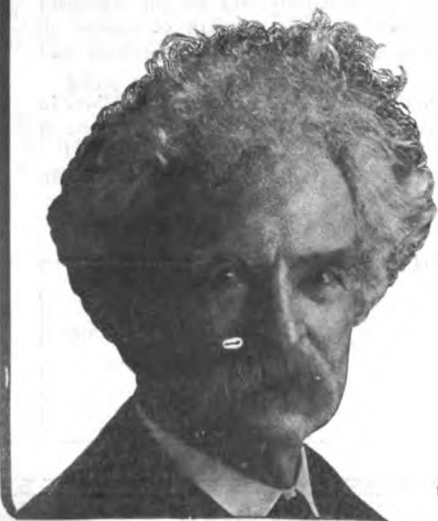
**FORMER  
PRICE**

**M**ARK TWAIN is undoubtedly the most representative of American writers. He is an American, blood and bone, heart and head. Not only is he the world's greatest humorist; he is a wonderfully versatile writer—the entertaining story-teller, the historian of periods and the intimate chronicler of local conditions, the historical novelist, the philosopher of life, the keen observer, the brilliant essayist. He has those qualities that are typically American — “Huckleberry Finn’s” genial tolerance united to the high ideals of his “Joan of Arc”—and he is uncompromisingly honest, with a hatred of pretence, affectation, and sham.

## AUTHOR'S EDI

### SPECIAL FEATURES

Mark Twain himself has written a preface to the edition. Brander Matthews has written the biographical criticism of Mark Twain and his work which prefaces the first volume. There are portraits of the author from photographs and paintings taken at periods when the different books were in process of writing. This edition includes his later collected writings, such as “Christian Science,” “A Dog’s Tale,” “Eve’s Diary,” etc.



— MARK

# TWAIN

# 1/2

FORMER  
PRICE

*It has been Mark Twain's ambition to have his books in every American home, and he has made a great personal sacrifice, which brings about this remarkable situation—for the first time in the history of publishing, copyrighted books are sold at the price of non-copyrighted books.*

## NATIONAL TION

### THE ARTISTS AND ILLUSTRATIONS

There are many illustrations—half-tone reproductions on plate paper of the work of such artists as

|               |                   |                  |
|---------------|-------------------|------------------|
| J. G. Brown   | W. T. Smedley     | E. W. Kemble     |
| A. B. Frost   | T. de Thulstrup   | C. Allan Gilbert |
| Peter Newell  | B. W. Clinedinst  | F. B. Oppen      |
| F. V. Du Mond | Frank J. Merrill  | Dan Beard        |
| F. Luis Mora  | Frederick Dielman |                  |
| C. D. Weldon  | Etc. Etc. Etc.    |                  |

### BINDING AND OTHER DETAILS

The binding is a beautiful dark-red vellum book cloth, with blue title labels stamped in gold. The books are printed on white antique wove paper, especially made for this edition. The size of each volume is 5x7½ inches.

### TITLES OF THE 25 VOLUMES

THE INNOCENTS ABROAD. (Vol. I.)  
THE INNOCENTS ABROAD. (Vol. II.)  
A TRAMP ABROAD. (Vol. I.)  
A TRAMP ABROAD. (Vol. II.)  
FOLLOWING THE EQUATOR. (Vol. I.)  
FOLLOWING THE EQUATOR. (Vol. II.)  
ROUGHING IT. (Vol. I.)  
ROUGHING IT. (Vol. II.)  
LIFE ON THE MISSISSIPPI  
THE GILDED AGE. (Vol. I.)  
THE GILDED AGE. (Vol. II.)  
THE ADVENTURES OF TOM SAWYER  
HUCKLEBERRY FINN  
PUDD'NHEAD WILSON  
THE PRINCE AND THE PAUPER  
A CONNECTICUT YANKEE IN KING  
ARTHUR'S COURT  
JOAN OF ARC. (Vol. I.)  
JOAN OF ARC. (Vol. II.)  
SKETCHES NEW AND OLD  
TOM SAWYER ABROAD, ETC.  
AMERICAN CLAIMANT, ETC.  
LITERARY ESSAYS  
THE MAN THAT CORRUPTED  
HADLEYBURG  
THE \$30,000 BEQUEST  
CHRISTIAN SCIENCE

S. H. II

**HARPER & BROTHERS**  
Franklin Square  
New York City

Please send me for examination, carriage free, a set of **MARK TWAIN'S WORKS**, Author's National Edition, twenty-five volumes, cloth binding. It is understood that I may retain the set for five days, and at the expiration of that time, if I do not care for the books, I will return them at your expense. If I keep the books, I will remit \$2 00 a month until the full price, \$25.00, has been paid.

Signature .....

Send books to .....

# TWAIN



**KATHERINE M. H. BLACKFORD, M. D.**

# The Business Philosopher

A. F. SHELDON, EDITOR

VOLUME VI

NOVEMBER, 1910

NUMBER 11

## *By the Fireplace*

*Where We Talk Things Over*

WHEN I was a boy, I used to get a lot of fun out of figuring out new inventions in my head. Then I would wonder how these new ideas would work. I wanted to try them out.

When I got hold of one I thought was especially good, I would study over it and perfect it, in my mind, until it seemed to me that it would surely work.

Once in a while, I would get so enthusiastic about it that I would forget my boyish modesty and tell some grown up person about it. And these wise ones would tell me to run along and play, "There are lots of smart men who have spent their lives in studying those things. If there was anything in your idea, it would have been discovered long ago."

And so I would drop my notion. In time, I would forget all about it. I wish that I could remember some of them now. There might be something valuable in them. Because, you see, I have learned since then that the smart men who spend all their lives studying a thing are usually the very last, not only to see anything new in it, but to accept the new thing when someone else has discovered it.

Look it up in your histories, and you will see that the men who have

spent a lifetime in the study of some specialty are very rarely guilty of giving the world anything new about it. And they usually want to hang the man who does. They are splendid mausoleums of sainted dead ideas and mummified traditions, rich depositories of the ancient and the established. But they have about as much capacity for progress as a safety deposit vault has for speed.

Then, I have found out another thing about these great specialists. They have narrowed themselves down to their specialty for so long that it has grown out of its true proportion in their minds. Or, in other words, they have been so close to it for so long that they have forgotten entirely how it looks in perspective. They can't see it in its true relation to other things at all. Their sense of proportion is twisted all out of shape and their judgment is badly warped.

And so it happens that the prudent man is very shy of the dictum of a specialist, unless the work has been carefully checked up by some clear-eyed, intelligent, disinterested person.

NOW WHAT I started out to tell you was this: Have the courage of your own ideas. Never mind if you are a novice in the field. It doesn't

matter if all the pundits of the realm of your thought are against you. The chances are that they are wrong. They are puffed up with the knowledge of Day Before Yesterday. You are a-thrill with the knowledge of Today and reaching out for the fringes of the knowledge of Tomorrow.

The word of authority, in the realm of thought, is usually a bar to progress. When a man says, "This thing is so because I say it is—I am an authority," he is probably wrong. If the thing were really true he could give a satisfactory reason for it, and wouldn't have to back it up by his authority.

Mind, I don't say this about all authorities and all specialists. Many of them have had the wisdom to keep their minds young and pliable, and are always on the alert for new ideas. But the best and newest ideas usually come from amateurs.

When I first began to talk to business men about a science underlying the art of salesmanship, a great many high "authorities" laughed at me. They said that the idea was preposterous. Hadn't they been salesmen all their lives—and had they ever so much as caught a glimpse of anything bearing the faintest resemblance to a science? Why, they had sold goods before I was born! What presumption for unknown and youthful me to come around and try to tell them how to do it!

But by this time I had learned something about "authorities," so I let them laugh. And the business world of today freely acknowledges that salesmanship is a science.

And, just to show you a little about that, let me tell you about a few ama-

teurs and their ideas. It may help you to have the courage of your own unauthorized thoughts.

AWAY BACK there by the banks of the Nile a little slave boy was born. For forty years, he played princeling as the foster son of one of the royal ladies at the palace. Then he spent another forty years tending sheep out on the plains. After that he was traffic manager of a long excursion of several thousand people through several hundred miles of barrens and mountains.

About this time he got up a code of laws. He was no lawyer, you understand—hadn't spent a lifetime poring over the ponderous tomes of Egyptian law and court reports. He was just a hard working man with a big crowd of cantankerous people on his hands. And he needed some laws to run them by. So, without any reference to precedent—he couldn't have lugged a law library around with him on this trip anyhow—he just sat down and wrote out a lot of laws that appealed to his practical mind and seemed to fit the conditions. I don't suppose he had any idea that he was doing anything unusual.

But his code of laws still stands, after three thousand years and more, as the fundamental code for all the law that has followed.

And the law books of the legal authorities of his time have been buried so deep in oblivion that even their existence is a question.

HERE IS another—a stone cutter's apprentice—and an amateur philosopher. He got a wife, as he grew up to manhood, and she made him hustle for the sake of the family larder. So

he didn't have much time to spend digging into the works of those who had made philosophy a specialty. He was a patriot, as well as a stone-cutter, so he sometimes went out to fight his country's battles—and he fought like a fiend while he was at it. But fighting by day and sleeping out on the cold ground at night doesn't give one very much time for loafing around the public library reading the works of the masters on philosophy. He just had to be contented to dabble in the fascinating study, shrewdly asking questions of those who knew more than he did—or thought they did.

Well, hardly anyone but the college professors knows anything about the philosophy of the authorities of Socrates' time, but every school boy knows the fundamental principles of that stone-cutter-soldier's philosophy.

BACK IN old London, three hundred years ago, there was a wide awake theatrical manager, actor, club-man, hunter, and business man. Having a taste for poetry, but no university training in letters, he was an amateur poet, turning out a few verses now and again for his own amusement, to please his friends, and to do honor to his queen. Then he needed some plays for his theater, so he sat down and wrote some himself. They were well received then. Today—three centuries later—they are still the most popular plays on any stage, and their writer is hailed as the greatest writer of the English language in any age—the greatest playwright in any tongue.

A HUNDRED years ago, in Europe, men who had made military science

their lifetime study were as thick as flies in summer time. England and the continent fairly bristled with the plumes and sword-points of great generals. If there was anything worth knowing about the science and art of battles and campaigns that they did not know, it belonged to the unknowable. And then along came a mere stripling of a boy—a little Corsican corporal—and upset their old apple-cart in a scandalous way. Once more an amateur had bowled out the professionals. Napoleon Bonaparte had snapped his fingers in the faces of the "authorities," and got away with it—for a time, at least.

I COULD go on and tell you of hundreds of cases like these. But you can think of them for yourself.

For instance, there was Lincoln, the backwoods rail-splitter and lawyer, who came to the front in the hour of the nation's greatest need and did for her what none of the men with a lifetime training in statesmanship could have done.

Consider Ben Franklin, the printer, who dabbled in science for a recreation—and was the founder of the modern science of electricity.

Then there was the boy watching Newcomen's crude engine and opening and shutting the valves of the steam-chest. All the specialists in physical science of the day had studied the steam engine and not one of them had discovered the very simple device that this lad fixed up with a bit of string. An adaptation of that lad's string is used on practically every reciprocating steam engine that puffs today.

Stephenson, the inventor of the locomotive, was laughed at for his

crazy dreams by the learned scientists of his day.

Samuel F. B. Morse was a portrait painter who played with electricity for fun. But every telegraph instrument that clicks is a product of his pastime.

Then there is Edison, the telegraph operator, who had the courage of his new ideas and invented more things than I have time to describe; Hubbard, the ad writer and country printer, who is the unquestioned master of all the writers of English living today; Fletcher, the business man, who has done more for the science of hygiene than all the professional doctors and hygienists that ever lived; the Wright brothers, bicycle makers, who beat all the physicists in the world to the solution of how to fly; Hill, the village station agent, who taught the world's railway specialists something about financing, building, and operating railroads; Eli Whitney, the school teacher from the North, who went to Georgia, and in a few months solved the problem that had been bothering the lifelong specialists of the cotton industry for ages; and hundreds of others.

So, MY BOY, have the courage of your own ideas. But, first of all, you have to get the ideas. And right there comes in the necessity for training your imagination.

The imagination is a part of the knowing power of the mind. Its materials are gathered by the intelligent use of the five senses—and senses to be intelligently used, must be trained.

The senses having been trained, and the materials gathered, the next

step is to store them, in an orderly way, in the memory, where they can be readily recalled when wanted.

The next step is the use of that greatest of all mental powers, the imagination.

The wonderful thing about the imagination is that it can take the concepts and thoughts gained by observation, reading, and study, and combine them in new ways, thus constructing, out of old materials, a brand new idea. For example, Morse had in his mind the old concepts, electric battery, electro-magnet, bits of brass and steel, and wire. Thousands of other students, including the men who made electricity a life study, had the same concepts and many others. But Morse combined these concepts in a way that they never had been combined before in any human mind. The result was the idea of the telegraph.

But mark this: The thing was as yet but an idea.

Two more steps were needed to make the telegraph a practical instrument for the service of man:

First, the new idea had to be tried before the bar of judgment—Morse's reasoning faculty—to see that it was logical and sound in its mental construction;

Second, the idea had to stand trial before the bar of Nature—had to be given an actual, physical test—to see that it was in conformity with the laws of nature—of electricity. That is, to see whether it would work in actual practice.

The new idea came through both trials victoriously. The telegraph was an accomplished fact.

This is the mental history of every step in progress.

Every new idea—in practical affairs, science, literature, art, business, government, philosophy, and religion—has been the product of imagination, working in the manner I have described.

The world waits for new ideas. It must progress or decay. The highest prizes in all fields of endeavor are handed over to the men of imagination—the men who produce new ideas.

Your success depends very largely upon your initiative, which is nothing but your power of imagination plus your power to get action upon the new ideas to which your imagination gives birth.

Therefore, train your senses.

Train your memory.

Train your imagination.

Train your powers of reason and judgment.

Develop your positive feelings of courage, self-confidence, hope, and faith.

Train your will for action.

Then gather your materials.

Remember what you learn. Combine the concepts and ideas. Try out your new ideas before the bar of your own judgment.

Try out your new ideas in actual practice.

This is the way of progress—of success.

## Golf

☞ Golf is a science, the study of a lifetime, in which you may exhaust yourself, but never your subject.

☞ It is a contest, a duel or a melee calling for courage, skill, strategy and self control. It is a test of temper, a trial of honor, a revealer of character. It affords a chance to play the man and act the gentleman.

☞ It means going into God's out of doors, getting close to nature, fresh air, exercise, a sweeping away of the mental cobwebs, genuine recreation of the tired tissues. It is a cure for care, an antidote for worry.

☞ It includes companionship with friends, social intercourse, opportunities for courtesy, kindness and generosity to opponents. It promotes not only physical health but moral force.

D. R. FORGAN



# Deliver the Goods

---

The World will buy largely of any one who  
Will deliver the goods;  
It is ready and eager to barter if you  
Can deliver the goods.  
But don't take its order and make out the bill  
Unless you are sure you are able to fill  
Your contract, because it won't pay you until  
You deliver the goods.

And rude or refined be your wares, still be sure  
To deliver the goods;  
Though a King or a clown, still remember that you're  
To deliver the goods.  
If you find you are called to the pulpit to preach,  
To the playhouse to play, to the forum to teach,  
Be you poet or porter, remember that each—  
Must deliver the goods.

The world rears its loftiest shafts to the men  
Who deliver the goods;  
With plow, lever, brush, hammer, press, or with pen  
They deliver the goods.  
And while we their eloquent epitaphs scan,  
That say, in the world's work, they stood in the van,  
We know that the meaning is "Here lies a man  
Who delivered the goods."

# How We May Know Ourselves and Others : *by* Dr. Katherine M. H. Blackford\*

*A Brief Outline and Review of the Laws, Principles,  
Nature, and Use of the Science of Character Analysis*

**P**SYCHOLOGISTS are such discouraging creatures! They tell us that we must gain all our knowledge through the physical senses of touch, taste, hearing, sight and smell. And that this gleanings of knowledge through the senses is a somewhat complicated and laborious process. From sensation to the forming of judgments and the perception of laws and principles seems an interminable journey when one stands aside and contemplates each step. To those who would like to believe that knowledge can be gotten by endosmosis, topical application or hypodermic injection, the methods outlined by science for its acquirement are prosaic indeed.

But the psychologists are right. All knowledge of the outside world must reach us through the sense avenues. This applies to knowledge of men as well as things.

## **Character Reading by Intuition**

Frequently I have men say to me, "I am a pretty good judge of others."

"How do you form your judgments?" I invariably ask.

"By intuition," they reply.

"What is intuition?" I often query. Few even try to explain.

What is this something we call "intuition?" If it is not a product of the five senses, and is not dependent upon them, we should be able to utilize it independently of them. For example: There is a man in the next room whom you have never seen and of whom you have not heard. You have not even heard his voice. You are wholly without knowledge of him except that he is there. How much can you tell me about his character or disposition?

You cannot even tell whether he is black or white, old or young, grave or gay. But the moment that I bring him into your presence you can tell me many things about him.

You have had an opportunity to gather knowledge of him through your physical senses.

That quality we call "Intuition" used in connection with forming judgments of others is nothing more nor less than the sum total of all past observations. It is a product of the physical senses.

## **The True Source of Knowledge of Human Nature**

Since childhood you have been observing people. You have watched the expression of their faces to see whether or not they were pleased with you. You have observed their mannerisms and have probably gone so far as to trace likenesses between individuals whose manner or physical appearance was similar. So when you saw a man who looked like John Jones, whom you know well, you expected him to have the same kind of character. If you liked John Jones you instinctively sought the acquaintance of the man who resembled him. If Jones was an undesirable character you avoided that man, or at least were on guard in dealing with him.

And that is scientific. Men who look alike are alike in some degree, and to be able to trace their likenesses and differences is a great aid in judging character.

By actual test I have found that those with deficient physical senses are poor judges of men.

Women are said to be better natural judges of human nature than men, and the contention is not without some foundation in truth. As a rule women have not dulled their physical senses with the excessive use of narcotics and stimulants as have men. Characteristic feminine traits are to criticize, to observe small detail, to sympathize with and be interested in the doings of others.

These are natural requirements for a good character analyst, and either a man or a woman with these qualities will be a

\* Copyright, 1910, by Katherine M. H. Blackford, M. D.

good natural judge of others and through study and practice may become an efficient analyst. In order to judge the worth of anything you must have a standard of measurement, and if we can create a standard by which to judge horses, or dogs, or poultry, we ought to be able to formulate one for correct observation of men.

It shall be my endeavor to give the reader a standard of measurement for men, so that by training his senses to acute observation he will be able to determine their relative value.

#### Ancient and Modern Attempts to Read Character

Every thinker of every age has made conscious effort to understand human nature, for, in final analysis, we are interested only in what men are, what they say and what they do. Even the elements, interesting as they are, would have little attractiveness for us were it not for the direct influence they exert on human life.

Perhaps the oldest record of an attempt to read men in a practical way is that contained in a papyrus now in the British museum. The observation was made by an Egyptian scribe of the XII Dynasty, about 2,000 years B. C., that one's occupation stamps its impress on the outward expression.

That was a long time ago, but we are still far from being expert judges of men in their relation to occupation. Many can detect the farmer, the minister, and the doctor if the men observed have followed these callings for any length of time, but to know what qualities a youth needs to become a success in these various vocations and to be able to recognize them in time to direct his education intelligently is quite beyond them.

But there is hope. Only yesterday a psychologist of some note announced that "We are to take moving pictures of the brain in action; it is the next step in scientific development and it will mean mercy and proper treatment for so-called criminals, justice for self-willed criminals. By such pictures taken at certain established intervals, we need no longer make the matter of higher education mere guess work."

This particular psychologist is a trifle behind the times, for we do not need to

wait for the development of an instrument that will photograph the brain in action before we can solve the problem of "higher education" and the proper treatment of the criminal. The Science of Character Analysis has already demonstrated these to be well within its scope.

#### Development of the Science of Character Analysis

Let us for a moment trace the development of this science to which such an important mission is committed. Through all ages much knowledge of men has been acquired by students and given to the world in various forms. History, literature, art and the natural sciences, have all contributed much of value, but until recent years very little has been done in the way of collecting, classifying, correlating and testing these truths. These processes are necessary in the formation of any science.

Nearly every science that today adds to the richness of our lives grew out of a pseudo-science. Astronomy grew out of astrology and chemistry out of alchemy. Astrology and alchemy saw the phenomena but did not perceive the laws underlying them, so attributed them to superhuman power of "magic." When the laws and principles underlying these phenomena were perceived, the superstition vanished and a science was born.

Just as astronomy and chemistry are the composite product of many minds, so the Science of Character Analysis is a correlation of truth from a myriad of sources, each truth tested in the crucible of experience and found worthy before being admitted to a place in the science. It has drawn upon all the human sciences for contribution. From anthropology is gleaned knowledge of man as an animal; from anatomy, knowledge of his structure; from physiology, knowledge of the functions of his body; from biology, knowledge of living tissue; from phrenology, knowledge of his inherent capacity as expressed in form and proportion; from physiognomy, knowledge of the operations of his mind and degree of culture; and from ethnology, knowledge of his racial inheritance.

#### This Science Still Developing

Truths in these studies, together with the discoveries of the writer, organized,

correlated and tested in actual practice constitute the Science of Character Analysis.

In this series of articles it is my purpose to trace for the reader some of the analogies between nature and human nature, for it is my contention that the same laws govern both.

I shall proceed upon the hypothesis that "the laws and ways of nature are uniform and harmonious," and that "effects follow causes in unbroken succession."

The inference naturally follows that there are laws underlying human construction and that their correct interpretation will give a science of character and their correct application to any given individual, will result in the art of reading his character.

Is this new science, made of world-old truths, a perfected one? the reader asks. No—a thousand times No. New discoveries are being added daily and it should continue to grow and develop as long as humankind exists. Not until mankind reaches perfection can the science having for its object his interpretation approach the ultimate. My only contention is that it is now a practicable, usable, teachable, demonstrable one, a knowledge of which is useful to any man and will help him climb the ladder of success with greater ease and added assurance.

Let us see to what uses this science can be put, so that we may determine if it is of sufficient value to justify our pursuit of its tenets.

#### Character Analysis and Education

One of the most perplexing problems with which society has to deal is the education of the child mind. Education is today an experimental process. All children are "ground through the same mill." The results attained are variable. Some emerge with minds equipped for a successful career, but by far the larger number do not. The whole process reminds one of an amateur chemist tossing a number of unknown ingredients into a retort and applying heat, not knowing what the resultant compound will be. The chemist who understands the science of chemistry does not experiment in that way. He knows that to do so might generate an explosive that would destroy him. So in the unwise mixing of human

chemicals noxious compounds are often generated that result in destruction of the individual.

What would you think of the horse trainer who placed the lightly-built, spirited, speedy colt alongside of the squarely-built, heavy-limbed draft horse and expected them to work together in harmony. The expert judge of horses knows by looking at a colt what kind of training it will require. He can judge at once whether it should be educated for the dray, for the race track, the road, the saddle, or the hurdle.

So great is the need for some system by which the capabilities of the youth can be determined that the vocation bureau came into existence through the life efforts of a good man who had thought deeply on its need. Its method is to give the applicant for knowledge a long series of questions to answer. It is a system of self-analysis, which no doubt has some merit, but the weak point is here: No man, woman or child can form an accurate estimate of himself. The very fact that they have deficiencies and excessive developments precludes the possibility of an accurate measure.

But any sincere effort to solve this problem is laudable and should meet with hearty encouragement, and so the work of the vocation bureau, crude and imperfect as it is in its practical application, will be productive of good.

The earth is teeming with the wrecks of lives of those who might have succeeded had they been educated for and directed into their proper vocation in the early days.

#### Character Analysis in Handling Men

Every one who is at all mentally capable knows that men are not alike in their character or disposition that each man is an individual problem which presents itself for solution, and yet in trying to manage men the average man attempts to use the same tactics with all. Naturally he is often surprised and usually disappointed in the result.

Through sheer physical strength one may extinguish the blaze that threatens property, but turn the right chemicals on it and the same result is attained with a minimum loss

of property and expenditure of energy. Then, too, one may by wholly unscientific efforts extinguish a small blaze but fail with a larger one. So with little knowledge of human nature one may influence a few, but the larger number escape.

There is much pleasure to be gained from the mastery of the elements, the subduing of animals, or the development of ideas, but the keenest sense of joy comes from the feeling that one can consciously mould and fashion men's thoughts and acts for good. To accomplish this successfully requires accurate knowledge, and so in its commercial uses this science is a great asset.

I once asked a young man who had been in the business world less than ten years and who draws a salary of \$25,000 a year, for the secret of his success. "Knowing how to obey the men above me, and to control those under me," was his reply.

It takes some men a lifetime to learn that. Many never learn it at all.

Most of our troubles in life are the result of failure to understand others. Many men are capable and have all the requisites for success except the ability to harmonize with others. They choose business partners, friends, a life-mate, wholly ignorant of the laws underlying harmony in association and the results are, in many cases, almost too painful to contemplate.

The commingling of minds results in a definite spiritual compound, just as surely as the mixing of chemicals results in a definite material compound, and as long as these combinations are made in ignorance one cannot expect more than a partial success.

#### **Character Analysis, Self-Knowledge and Self-Development**

There comes to mind a man of splendid ability and tremendous power of personality, who would undoubtedly rise very high except for the possession of one or two serious negatives. They are faults which stand out so clearly and are so antagonistic to others in contact with them that he is rendered a partial failure thereby. It would be worth untold wealth to that man to correct these faults—yet he is scarcely conscious of their possession. He is sensible of failure in many cases but he does not understand *why*. Scientific knowledge of himself and

"the other fellow" would correct this. It is accomplishing that result in thousands of similar cases.

Knowledge always promotes harmony, lessens friction and increases efficiency. So knowledge of men enables one to appeal to the best that is in them, fits one to harmonize with different types and broadens the scope of one's life.

#### **Character Analysis Basis for Real Philanthropy**

Knowledge of men and their needs also gives its possessor the power to help humanity as nothing else will. After all, is it not the highest form of philanthropy to help others to help themselves? To give of one's material possessions may but serve to make indolent the recipient, thereby further pauperizing him, but to have within one's grasp the means of arousing to action the latent ability of an individual is to serve him in the highest sense.

#### **Character Analysis in Salesmanship**

There is no starting point for a sale until one can establish a point of contact with the other mind. This is most easily accomplished through knowledge of what will appeal to a given type. In selling a piece of fabric to a blind man one would not at first dilate upon the beauty and richness of its coloring, because this would be a quality that the prospective customer could not appreciate. One would first establish confidence by satisfying him with the texture of the fabric, since this is a quality which he can appreciate through the sense of touch. After his favorable attention is secured, interest aroused and desire awakened, then one might add something about the beauty of coloring and have it find response in his mind.

Some men with good eyesight are color blind; others reason blind, others money blind, others socially blind, and so on. It is a waste of time to appeal to reason when a man is governed by his sentiments, or to make a sentimental appeal to the man who is money-mad. And so a knowledge of the type enables one to save time and energy by eliminating in the early stages the "unfit" for a given proposition.

Not long ago a sales manager told me that he had "tried out" over three hundred men in an attempt to secure an efficient

sales force of twenty-five. With their system it costs this particular house about \$300 in money to determine the fitness of a given man for the work. That means an expenditure of \$90,000 for twenty-five men. Think of the loss in time, money and energy, to say nothing of the loss incurred by incompetent and disloyal representatives. Yet science can reduce this loss to a mere incidental.

#### Guarding Against the Untrustworthy

Not long ago the chaplain of a penal institution told me that he could detect a pick-pocket wherever he saw him, whether in citizen's dress or convict's garb, but he felt rather uncertain as to anyone's ability to detect the honest man by the same process.

There would not be much hope for science were it not that Nature's ways are exact. She brands each individual with the label of his particular variety, quality, condition, capacity as to natural inheritance and acquirement so that those who understand her language may read and be enlightened. This gives protection from the unworthy, greater capacity to enjoy and appreciate the worthy, and naturally leads to a higher standard of personal conduct.

At times one must deal with the designing and unscrupulous, and almost every mature person with any considerable experience can recall a number of instances when he has been victimized. The power to detect and thereby avoid contact with

the unworthy is knowledge worth having. Confidence men are invariably expert judges of human nature. They can detect the over-generous and credulous at a glance. Success in plying their trade depends upon this knowledge. If the dishonest man can, with unerring judgment, detect the honest, may it not be possible for the honest man to learn to detect the dishonest with like precision?

In salesmanship we are taught to analyze our goods or proposition—that is to separate a thing into its component parts for the purpose of a thorough understanding of it in all its relationships.

Analysis is a means to an end—the end is synthesis, or building up. Through analysis of our business we determine its weak points and strong ones so that we may correct the former and intelligently use the latter.

So, too, the mission of the Science of Character Analysis is Character Synthesis. It enables men to attain greater heights in character development through definite knowledge of their individual needs. And after all a good place to start is with the individual, for if each individual is right the whole world is right.

*This is the first of a series of twelve articles by Dr. Blackford on the Science of Character Analysis, of which she is the formulator. The second on "The Law of Color," will appear in the December number.—Editor's note.*

## SELF HELP

[Don E. Mowry]

**S**TUDY yourself. Learn what you are best fitted for. Make your plans accordingly. Bend every energy in that direction. Size up men. Glean information—don't accept everything that is told you. Investigate. Help others while helping yourself. Make friends. Be active and up-to-date.

# The Quality of Loyalty and Its Sure Rewards and Profits : *by* Amos Burhans

**J**UST hesitate long, enough, dear pilgrim, to read the following dispatch and ponder over what it encompasses. There is a whole sermon bottled up in the matter that is between the lines, inexpressible though it may be to the tongue that whispers through the lines, trying to get all the meaning from them:

Lexington, Ky.—Margaret Pryor, the richest negro woman in Kentucky by virtue of the will of Major B. G. Thomas, whose slave and housekeeper she was for years, died in the mansion left to her by the master of the Hircilla Stud. The money that was accumulated by Major Thomas during his lifetime will be divided among the negro relatives of the aged woman.

The will of Major Thomas, one of the most remarkable documents ever filed for probate in this county, caused a storm of protest from his relatives and friends, as in addition to bequeathing the bulk of his vast fortune to the negress, he also inserted a clause that at her death she should be buried at his side in the Lexington cemetery. The latter clause, however, was finally compromised by Margaret and she will be buried in the cemetery set aside for those of her color.

Since the death of Major Thomas, "Aunt Margaret," as she was known to practically every horseman of note in this country and Europe, had resided in the handsome city home willed to her and there she had been visited by people from every part of the country who had known her master and who were anxious once again to look at the priceless paintings that adorned the library.

## A Jewel in a Black Casket

One cannot picture in his mind, to say nothing of trying to get it into words, the devout loyalty of this old negro woman. Somewhere beneath her black skin shone a bright jewel. It may commonly be termed her heart, though it wasn't. This jewel was the gem named loyalty, the one thing so many otherwise beautiful souls seem to have covered up with negatives.

But loyalty is not omitted from the make-up of any one of us. Only it must be brought out where it will shine.

This old woman was young at heart, for it goes without more than mere mention that she was always kind, willing, cheerful, never took unto herself the task

of dispensing gloom to the Major during any of his dark moments, attended his wants and needs in sickness and health, was a friend in times when others, perhaps his nearest of kin, deserted him.

Such a woman is an honor to her sex. She is a rare spirit among humanity.

The reward with her was probably incidental. She would have been the same kindly soul under almost any circumstance that befell her master.

Devotion and loyalty of this kind is indeed beautiful. It is certainly a manifestation that there is some of the God spirit in us if we will but cultivate it.

And how many of us are throwing away this trait that might make our inner shrines!

## The Princely Loyal Man

Loyalty is not akin to fickleness.

Loyalty means that one must overlook little annoyances, especially if he is working shoulder to shoulder with others to make a great success of a complex business.

The loyal man is the man with loyalty sticking right out of his eyes. It beams through his countenance. He possesses that inexplicable characteristic that causes one to know he is tooth and nail in the work.

Loyalty is in every movement of the employe who is loyal down in his heart. He neither knocks a member of the crew, hangs his sign out at the smoke house nor berates the family for his hand labor.

The boss has his eye on the loyal man. Loyalty makes up for a few other deficiencies, and the boss knows it. He knows that one good man loyal to the cause can sometimes hold the mutiny down.

If the really loyal man does not get his idea adopted by the boss he never gets temporarily stubborn; generally the boss knows his business, for that is what he is there for. The loyal man will be a boss himself some day and can try out his own ideas.

When the boss discovers a loyal man he begins planning to take him into partnership. He knows that when away from business some one at the helm will steer.

# The True Place of Woman in the Home and the Business World : *by* Alice Hubbard

*An Address Delivered Before the Faculty and Students of the Sheldon Summer School, Sheltonhurst, July 30, 1910*

**M**R. PRESIDENT and Kind Friends: What Mr. Sheldon has just said to you reminds me of what he said to you last night, and what he said to you last night reminds me of something a gentleman said to me down in South Bend the night before last. The gentleman in South Bend said he heard that I had the care of the business end of the Roycroft Shop.

This reminds me of a story Mark Twain told some twenty years ago. There went out a report that Mark Twain was dead. The newspapers announced it and wrote a most beautiful obituary. They told of the beautiful qualities he possessed, of his surpassing wit, wisdom and versatility. Alas, and alas, he was dead! One morning his friends brought Mark this printed report. He read of all his wonderful virtues; he also read that he was dead, and, passing the paper back, said calmly, "The report of my death is slightly exaggerated."

And so the reports of my work at the Roycroft Shops are "slightly exaggerated."

I will have to protest one thing farther. There was a hint in what Mr. Sheldon said about there being greatness in East Aurora when Mr. Hubbard and I are at home—Mr. Hubbard especially. You know the great people are all dead, and if they are not dead they live a long way off. You never really see them. Perspective is necessary to greatness, even for the greatest.

People are always disappointed when they go to the shrine of greatness. I advise you not to do it. It is better when you go visiting to go to people who are like yourselves.

We are farmers; perhaps not first, but we are farmers and we are trying to raise all the things that we and our large family consume. We are workers, hard workers. We are observing what other people are doing. We came here to see what you are doing and to see how your ideas confirm our own. Then, too, we want new ideas from you, and we want to give you of what we have.

It occurred to me last night as I sat feeling very much at home among you that everybody is a salesman and everybody is advertising. We advertise the wrong thing sometimes. Advertising is an art, just as great, just as fine as that which Velasquez, the painter, had. Velasquez was great in that he knew what not to paint. An advertiser is great if he knows what not to advertise and if he knows how to relate the things that he advertises.

## Women and Advertising

Mr. Sheldon has put something into my mind so that I cannot get away from it. I did not intend to say very much about women, particularly until the very last moment. But now I must say just this: It is time for women to learn advertising. Advertising is a fine art, and advertising is a necessity of life. I am using every opportunity to see how people advertise and what is the art of advertising.

We women have been advertised. It has been done for us, willy, nilly.

I think it is time we took the agency ourselves, began to advertise for ourselves and advertise the right things. We have been misrepresented until we have a reputation—a reputation in some instances that





we do not want. There is a reputation that we want.

An advertiser who does the right thing is able to sell the right kind of goods. If a person gets the wrong kind of advertising, no matter how good his goods may be, people do not want anything to do with him.

We women have a reputation of weakness that we do not want, and there is no need for our having it. We have a reputation of being physically weak, mentally weak, and of having a few other weaknesses. These are the wrong things for us to advertise. I do not say we have not a few qualities that good taste would never advertise, because we have. We are quite companionable to men!

#### A Solution of the Cost of Living Problem

There has been much talk this past winter and spring about the high cost of living and the cost of high living, either way you choose to contemplate it. The fact remains that we have to pay more for produce than we used to do. I know this because I have a very large family to provide for. The bills have to be met. We have to have a cashier's office, the same as you do here. This has led us to investigate the subject of production, and it has led me to consider the subject of production as I have never done before.

Production is the primary necessity of life. Production is the first. It is the fundamental.

Along with that comes transportation. Now, transportation involves salesmanship. There must be a sale for the produce before there is any use in transporting it.

These two fundamentals of production and transportation are followed or involved in salesmanship. That transaction is called commerce—intercourse with other people and with other nations.

#### "Commercial"

We have heard the term, "commercial," used as an epithet more often than in compliment. I will be personal, if you will allow, and say that the Roycroft has been called commercial, and the term was used as an epithet. We have many artists visit

us. Quite a goodly number of artists live with us. They sometimes use the word commercial with a little slanting accent.

Then there are people with the "artistic temperament!" The artist isn't so bad, but the people with the "art temperament" and the people who have the "artistic taste"—those are the hard ones to take care of. You have to take care of them because they haven't developed the art of taking care of themselves.

They say that we are so commercial! I am not sorry to say, I am happy to say, we do sell what we make at the Roycroft Shops.

Before you sell it is necessary to arrive at an equitable price to place on the goods. When an artist comes, bringing a very beautiful product, or when we ask an artist to make a beautiful product, the matter of price must be determined. We sometimes say to him, "What should that sell for?"

"Oh, don't ask me anything about price! I make the article."

"But how much time did you use in making this and what is the cost of material?"

The answer often is, "I do not know."

"You shouldn't have a catalogue even," one artist told me just the other day. I said, "We are commercial and we will have to have them."

These artists, however, are all on the pay-roll, and they are not the least paid of our workers either. Nor do they show any indifference to the pay envelope.

#### The Sacredness of Human Service

The other day I was thinking as to what commerce is, and what these people mean by this term as an epithet: "Commercial—you are commercial."

Why shouldn't we have a catalogue? Why shouldn't we inform people what we have to part with for a consideration? Why shouldn't we turn this article of commerce into terms that the ordinary man will understand? You people want to buy some things of us occasionally and you need to know what the price is.

Anything that you do well is a part of your heart, a part of your brain.

Everybody who is civilized is commercial. Everybody has something to sell.

The artist has something to sell. He places a price upon his time and talent.

We have something to sell. One thing is energy. Everybody has that to sell. That leads to the thought of health, for energy is dependent upon health, and the difference in the degree of success of people is the difference in the degree of their energy and their ability to direct it.

I realize as I have never done before why the matter of health is of so much interest to the whole community.

#### The Increasing Interest in Health

We have meetings at East Aurora. When we post a notice, "There will be a discussion on health at three p. m.," everybody will be there—even if they have to have a carriage to take them.

Health is a topic of vital interest to those who haven't it. Out of these health discussions there has been impressed in my mind and heart this: The necessity of making a dynamo of energy of oneself.

An engine of power is one of the fundamental principles for endurance. It is the subject of greatest importance.

In these health discussions there has been a good deal of talk about food. We are not cranks. You know the food crank. We have seen them. There isn't anything so effective in curing you of a fad as to have around you people who have faditis worse than you.

#### Some Cranks

There are people who ask us to refund fifty cents every time they do not eat breakfast. It is worth it, but I refuse because I believe the principle is not right. You know the people who say in a superior tone, "We never eat breakfast." You don't care whether they eat breakfast or not, but you care if they tell you of it. It is not a vital thing to anyone when they take their food. Where they get it might be interesting. That's one of the points it's just as well not to advertise.

There are people who eat only cereals or drink only bran coffee, or something of that kind. The cooks in the kitchen know them by name without ever seeing them. They know when they leave and when

they arrive again. They are always well advertised.

#### Incompatibility of Foods

We had with us one of those beautiful cranks, however, Dr. Tilden of the Stuffed Club, Denver. We had a great many discussions in which he entered to our delectation and also to our benefit, and out of these discussions I got one thing I have carried with me and with very great benefit.

These are not his words, but this is his idea: If you had two dogs that were incompatible, and you wanted to sleep, you wouldn't put those dogs in a room next to you and lock them in. Neither should you put incompatible foods into your stomach. They will fight, and they will make trouble.

Do not put incompatible foods into your stomach. You see that brings us right to the point toward which we are all tending—simplicity. Did you ever think how many incompatible foods there are? One thing at a time won't be incompatible. If you are a busy person it is safe to keep just as close to one thing as possible.

One happy day our friend, Horace Fletcher, came to us. You know him Horace Fletcher lured me by this: "Eat anything you want." Doesn't that sound good? "But be sure you want it before you eat it." Then Horace Fletcher told us about a wealth we have that we haven't known about, which the human race has known at some time but has forgotten to use since we became so highly civilized that we eat predigested foods and forty kinds at a meal.

#### The Natural Way of Eating

It is this: Your food is digested mostly in your mouth. If you watch a horse or a cow eat you will realize that is the natural way. Any of the animals that are closely related to us know this, that digestion for the most part takes place in the mouth. But that hasn't been the way with the twentieth century race we have been running. We order all kinds of drinks—plenty of coffee, plenty of tea, water and milk, and if we are in a hurry when we begin chewing a piece of bread or other solid we take a drink to liquify

it so we can swallow it. Then we wonder what is the matter with us afterward. We haven't realized that nature has provided us with a wonderful apparatus, and if we go back to instinct and follow nature that we will be all right in every sense of the word. We won't need the dentist so much—let the dentists advertise or not advertise as they choose. We won't need the doctors and we won't need the hospitals.

There are papilla at the back of the tongue and the soft palate. This part of the mouth provides the digestive fluid when you are hungry. If you have been tramping five hours past meal time when you haven't had a chance to eat, the smell of food will make your mouth water. We are provided with this digestive fluid in the mouth and the food should be digested there. Only a few foods are digested in the stomach.

#### What to Eat

You can eat anything you want provided you wait until you are hungry and are in need of the food. Your appetite will tell you what to eat; you won't have to go into long consultations with any physician. Your appetite will tell you. That's what your appetite is for.

When the animals want salt they know where to find it, when they want water they know where to get it, and when they want a different kind of food they know where to search for it.

This matter of food we have made a very great burden, and it ought not to be. We ought to be more particular how we use our gray matter. We ought to take more care in the selection of the food and the preparation of it, then its mastication, and then forget it.

We want to remember about breathing; and in breathing, exercise is important. You may omit your meal through the day, you may fast if you want to—if you don't tell about it—but don't miss your exercise! Don't miss your exercise!

If we follow a few fundamental principles with regard to health we shall become dynamos of energy. We all have energy to sell, or should have. If we haven't, nobody wants us around and we don't belong to this present world.

We have energy to sell.

It is for us women particularly to see that we become dynamos of energy, engines of power, because nature intended that we should be that absolutely. Nature intended that woman should take care of herself, and more. The wild animals do it, and we used to do it before the fall of man, which was when man owned woman.

#### The Sale of a Woman's Time

Another thing that we have to sell beside energy is time. We have our whole lifetime, and whether it be long or short depends very much upon this first thought that I have given you, of the ability to generate power, to be a dynamo of energy and an engine of power.

But we all have time.

Now here, right here, is where we women need to study salesmanship. We need to think of the value of our time.

I refer again to the Roycroft Shop. We have many people who send their applications for work. And many who come there asking for work. This is frequently the letter we receive or the message we get: "I should like to come to the Roycroft Shop and work on account of the artistic surroundings. I care only for my board and enough money to buy very simple clothing."

And I always reply, "I am exceedingly sorry, but we do not have need for you. I cannot find any place that I can offer that will be of value to you."

Why do I give this answer? Because I know there is a principle involved that is not right. No one has any right to sell his time for his board and clothes. Either you are not worth more, and if you are not there is no place on earth for you; or, if you are worth more than that, you haven't acquired the important ability of knowing values. You don't know values if you say that board and clothes are all your time is worth.

We women need to study salesmanship. I want Mr. Sheldon to get out a course particularly for women. We want to be taught the value of time.

John Wesley's mother taught him the value of time. She taught him to methodize his time.

Time is valuable! Every instant of it is valuable either for work or for play, for eating, for digestion, for exercise, for sleep; and you must use it with all your mind whatever you do.

If you rest, rest absolutely. It is precious time. Every moment of the twenty-four hours is precious. Value your time! We women must be taught that, and then salesmanship with regard to selling our time.

#### Woman's Past Failure in Salesmanship

I told you that everybody sells something, has something to sell. We have been somewhat like the artist. We have made some demands, some very weak demands, and we haven't known what our time was worth. But some of us have demanded that the school board shall pay the women teachers just as much as it does to men for equal service.

We are working along on that line. We are all working in what is termed the commercial world. We now demand that woman's time shall be recognized as just as valuable for a like service as man's is. She must not work cheaper. A woman stenographer must not ask a less price because she is afraid she won't get a job unless she does.

I am ashamed of men and women who employ women because they can get them cheaper for an equal service. Possibly men's services have been over-estimated. I am sure that their heads will have to come off—at least a little portion of them, that bump of self esteem. They have over-estimated their time. They have felt their time was so valuable that women must serve them—even the men of least value.

#### The Rights of the Wife and Mother

Today a woman is on the plane that she is because woman's time hasn't been accounted as valuable.

And now I have reached the danger point—and it is a very dangerous ground I am about to enter.

If you don't agree with me, I hope you will disagree violently. Agitation is what this subject needs. After awhile you will recognize that there is justice in it.

I said everybody had sold his time. I must make some exceptions. Infants do

not, imbeciles do not, the insane do not, criminals do not. They get it sold for them sometimes. *Wives and mothers do not.*

You never heard of a man paying his wife for keeping house for him, did you? You never heard of a state or town recognizing the value of a mother who was the mother of beautiful children who never became criminals, who were the benefactors of the town, who made the money for the town. You never heard of the state paying a woman for that.

In New York State I know of mothers who are the mothers of beautiful children, who have grown up sons who are valued because they earn a great amount of money. And yet this mother, with all that she did for her children, was able to conserve besides, to keep, protect, to take care of the property that the man earned until he was what is termed wealthy.

#### Women the Conservators

It is easy to earn money. I have earned it. The difficult thing is to protect it, to conserve it, to keep it. You men know that. That is where the nerve and energy are required.

There are women who do all that for their children and their husbands, and what does the generous State of New York allow? It allows these mothers the use of one-third of the property that she has helped earn and conserve, beside caring for her family. Isn't that generous?

I have seen this and you have seen it, and it is the rule not the exception when a woman who is a mother, or a wife and not a mother, has to ask her husband for every cent of money that she uses. He thinks he is giving her something when he gives her this money.

We women are to blame for that. We have no right to sell our time for nothing.

What is this woman to the man who doles out the money? She surely has the attitude of mind of a pauper who has to beg!

Women are terribly close to being in that class. And a wife! A mother!!

#### Marital Tyranny

Here is a very miserable little incident that was forced upon my attention. At the Roycroft Shops we have some little leather

books bound for souvenirs, called "An Essay on Silence." Mr. Hubbard says it is the best thing he ever wrote, and he says there are lots of people who agree with him. It was made for a joke at first. Its cover is made out of small pieces of leather about 4 by 2½ inches, and inside there isn't a printed word.

At the Roycroft Inn a great many buy these for autographs. There were many people there and we had a pile of the books on the desk.

A man and his wife came to visit us for a day. The woman wasn't his sweetheart. She had been a hard working woman. She had conserved and had used what energy she had to take care of him and his children. She was small, weazened, depressed, most unattractive. The man was very good looking, healthy, and he wasn't thin at all.

They sat at a double desk. He was writing business letters. This poor little woman had no business letters to write. Her children were grown and gone, so was her occupation. She didn't dare get very far away from him.

"With all my worldly goods I thee endow," was a fairy story to her and she knew it. After the marriage ceremony he probably said his courtesy compelled him to make all decisions for her, and his gallantry compelled him to say what she should have, what she should do and what she shouldn't. And so she had no mind of her own. That is the deplorable part of the disuse of any part of the body; it atrophies and dies.

The woman wandered around and finally picked out one of these little Essays on Silence that sells for thirty cents—and they are worth it. She chose a red color. It took a long time to pick it out. Then she timidly brought it around to the desk where her lord and master was writing business letters, and she said, "I kind of like this."

"What do you want it for?" he snarled. "I don't know, but I just felt as though I kind of wanted it."

"But what do you want it for? What does it say?"

That was a poser. I thought she would drop. She replied, "It doesn't say anything but I just thought I wanted it."

"How much does it cost?"

"Thirty cents."

"Well," he said, "you can't have it."

Life had developed in her a dogged persistence that surprised me. She stood there.

"Is that the only color they have got?" he growled.

She said, "No, they have brown and gray."

He said, "Go and get a brown one."

"But I have a fancy for red."

"Go and get a brown one."

She obeyed. Hers not to reason why, hers but to do and die. She fetched a brown one.

My position as hostess compelled me to put distance between myself and that man, but I had a friend who watched it through.

The husband took out some money. He couldn't find anything smaller than fifty cents, so he gave it to her and said, "Bring back that change." She got the change, came back and gave it to him, then took her little brown book, went away and got what comfort she could.

The man took out a little notebook. It wasn't very polite, I grant, but my friend had the courage to go around and see him put down, "Expenses for Mrs. Jones, one book, 30 cents."

I should have thought he would have felt worse than that. Wouldn't you?

You couldn't find it in your heart to genuinely respect that woman. You only felt pity. You wanted to put some energy into her, some power to work for her. I wanted to annihilate the man, but that wouldn't help the case.

The time is near when women will know that they are individuals, divine individuals, just as divine as anything that ever came to this world or to any other world, just as great as any man who ever lived.

We must realize that we are individuals. Possibly that's about all there is to it.

### The Basis of Woman's Rights

I had a little discussion with a gentleman the other day, and he said, "You want women to have their rights because they are the mothers of men, don't you?"

I said, "No! I want women to have their individual rights because they are

women. Never mind the men. That has nothing to do with the case."

However, women will be the mothers of magnificent men when women are free.

I have talked on this subject when my audience did not like it. They said, "What? Would you have a husband pay a wife for working? Sentiment forbids."

Sentiment has never forbidden his letting her become like a pauper! And when she loses this brain power that makes a woman attractive, when she loses this fleeting thing called beauty, when she comes into a state like this woman I described, and there is nothing of charm about her, sentiment has never provided that such a woman had wishes that interested anyone. Sentiment does not forbid her becoming a burden when she is unlovely and disabled.

I have no disregard nor disrespect for sentiment. I am a sentimentalist in very many ways, but I do believe in commercialism. I cite you again to the case of the artist who says that his services are worth so much, although he doesn't sell his product for money.

#### **Sentiment Will Not Pay Grocery Bills**

A woman doesn't want to sell her services—which are given in love—for money, but what is she going to do? If she is left a widow in New York State she is allowed by law the use of one-third of the property she and her husband have earned together. Before this time she is allowed by law what her husband gives her.

Women have not realized that money is necessary to an intelligent life in this world. You have to put everything on a commercial basis in order to be intelligible to people if you are going to make any interchange or exchange. Are these not always implied in mother love?

I am told that the mother is going to get her reward in heaven. We have all kinds of promises: "Love is its own reward," they say. But you can't convince a grocer that it is enough. You can't convince a clothier of it. You can't convince the boarding house lady. She can't use it exclusively in her business.

Think how ridiculous it would be if the mother of ten children should go to the

grocer and say, "I will give you mother love for some groceries."

Can she buy a railroad ticket with it, or shoes, or bread, or a house? We must have some basis whereby woman can be independent. We want to remember that if we forget every other interest.

We have got to do this.

We must do it. The time has come when every woman must have a brain and use it for herself.

It is the age of the brain. Every time a machine is invented that means to every workman, "You have to develop your brain more because this machine demands more knowledge than work did without it."

#### **Economic Value of Freedom for Women**

As a state, as a nation, we must realize that women must be independent. The tendency of the time is toward giving the mother freedom. Husbands may not realize this, and mothers may not realize it, but it is coming.

I can remember when the poor man with six children had to pay for six children's tuitions in the district school, and the rich man who lived up on the hill and had no children didn't have to pay a school tax at all. You may remember the objections that these people made when they had to pay a tax and sent no children to school. After a little they forgot all about it and paid without a murmur. Later we made the district buy the books for the children. It was no hardship to give the children the books, and it made schooling possible for many children.

Still later came the idea of giving these little ones a noonday luncheon of good food. That will come to be a part of our school system soon. The child is educated by the state, he will be properly fed and clothed by the state by increasing the common tax.

What is the next thing? Economic freedom for mothers. Then and not until then shall we have free-born children. Then and not until then shall we have—not slaves for citizens, but gods in the making.

We will give what energy, what time, and what courage can do to speed the day.

# Some Prime Essentials that Win in the Business Game : *by* Don E. Mowry

**Y**OU ask me to tell you what I consider the prime essentials that are bound to win in the business game, and, in so doing, you put up a difficult problem for me to answer. I must base my answer upon conditions that have come to my direct notice and upon my observations of successful business men. My view may be a purely personal one, nevertheless, I feel that the statements that I am about to make will apply throughout the business world.

There are exceptions to all rules and many of us are compelled to work out our own salvation in various ways.

Here is my old friend William Rawson who, by careful application to his work, won the esteem of many men with whom he came in contact and was later offered a valuable and trusted position—a position which he filled with credit. His success was not due to the fact that he kept himself in touch with men of affairs and conditions but to the fact that he was “discovered.”

Rawson was mighty poor as a “mixer” and he was termed a “plugger” by his immediate friends.

The modern game of business calls for men who are planning ahead, men who are making a study of themselves, trying to find out just what they can do to best advantage. Then, the whole nervous system must tune itself up to the battle, prepare for the fight to obtain the desired end.

## **Make Friends**

Friendship will play an important role from this point on because there is nothing in this world that man can hope to secure that is worth while, without the aid of friends. Select your friends from among those who are well thought of, those who are a figure in your community.

Get in touch with your special field and learn to know of the men that are successful in it.

Don't dally around with careless men. Let them say you are *different* and *odd*.

Build for your own future. Apply yourself to your task and, to put it broadly,

“cut out the comedy that you see everywhere about you.”

Study men. This is one of the important facts so many of us think of minor importance.

Notice how your neighbor, who is or who is not successful, handles his cigar, for example. Does he consider the mere act of smoking a diversion—a part of the formalities of his work in his receiving capacity—or, is he a so-called crank on smoking cigars? Does he appear to think that he cannot work without smoking? Consider his type. See if you discover men with similar features who look at a cigar as he does. Then, compare character traits in men who have the same ideas with respect to cigars and cigar smoking. You will be surprised to note how many traits such men will have in common and how easily you will be able to size up your man.

Rawson never chewed the end of his cigar. He smoked it evenly and always deposited the ashes in a receiver before it was time for them to drop. Rawson was not nervous, he was not erratic; he had a cool head and was careful. When he cast his stub away he appeared to do it with the sole idea of depositing it safely in its receiver. Whenever you called at his office he was not smoking. When a visitor entered he was often known to hand him a cigar and smoke himself.

I give this simple illustration to show how essential it is to observe the little things in your daily contact with men who are successful in their line.

There are hundreds of ways that you can observe men and come to learn of their character without ever giving them an idea that you are gaining the information. This information, gained in this way, will enable you to use the proper tactics with men whom you desire to approach. After some study, you will be able to size up your man at a glance and in this way you will be able to determine your method of attack.

My friend, the cashier in one of our national banks, makes it a business to keep

track of the men who do business with his bank. He does not take the judgment of anyone else. He knows, first-hand, just what each man is doing in and out of office hours. Appearances are often deceiving, he says, and for this reason he gets at the bottom of things.

This brings me to another side of the business game that may not appeal to some, namely, the offensive. The great American tongue is so careless about what it says about men, in all communities and in all lines of endeavor, that many of us refuse to consider or believe anything that is said. The saying goes: "Believe nothing that you hear and only half what you see." This is an apt phrase to apply to idle women and to those who hear such information solely for the purpose of spreading the news. To the man of business, however, such information should be taken with a grain of salt, salted and preserved, for future personal reference.

You can never tell what the future will bring forth. By observing men whom the "town talk" seems to place under suspicion you are placing a safeguard about your own future. For no other purpose would I consider such gossip and then I would hold it intact as a purely personal business asset.

Be hopeful, and at the same time, suspicious. This statement seems contradictory. By it I mean that, in whatever you are

undertaking, maintain a hopeful attitude, have confidence and play to win. At the same time you must necessarily keep a close watch of events and keep one eye on the outlook for surprises.

Don't take every man at his word. See to it that he is carrying out his end of the bargain. There are many good men in the business world and some bad ones and it is necessary for you to be suspicious to a certain degree in order to safeguard yourself.

#### Be Charitable

Charity is a good thing. There are times when it becomes necessary for each and every one of us to do things that require some labor and worry. There is no return from such efforts, or, at least we think so, if we are strictly practical. So it is our first thought, to plead a rush of business. Experience has taught me that this very charity pays two-fold. Practice it whenever you can. Give the other fellow a helping hand. He may be able to return the favor some day. If he does not do so, you will know his type better for having had the experience.

There are, of course, many other essentials that one must keep in mind in attempting to gain ground in the business game; but they have been discussed at length so many times that it seems hardly necessary to repeat them.

## You Can't Come Back

By MILTON BEJACH

*Assistant Advertising Manager, The McCaskey Register Company*

**M**ARCUS AURELIUS lived, moved and had his being a considerable number of hundreds of years ago, but he left behind him a few good things in the way of precepts and sayings that are as good now as they were when they were first uttered or written. I'm not certain as to the form or manner in which they were first dispensed.

One of the good things Marcus left behind was the saying, "In the morning when thou art sluggish at rousing thee, let this thought be present: 'I am rising to a man's work.'"

We cannot do much better than this in this day of airships, wireless telegraphy,

great white ways, four color printing and society scandals.

Ever since the first man felt ambition stir within him he was helped onward, nearer his ideal by the thought that what he was doing was a good work.

Somewhere in the Scripture it is written, "The race is not always to the swift," and in that is encouragement for the salesman who is not a genius, but who steadily, carefully, even ploddingly takes care of everything in his territory, who, even though slowly, garners every prospect.

"In the morning, when thou art sluggish at rousing thee, let this thought be present: 'I am rising to a man's work.'"



Several tons of copy were written about that affair at Reno last Independence Day, but the best thing that came from the contest between the gentlemen with pugilistic inclinations was the phrase uttered by Jeffries when, awakening from his stupor, defeated, he cried, "I couldn't come back."

You can't come back and save the minutes and hours and days you've wasted, you can't come back to your youth if it has gone, you can't come back to the pleasures, you can't come back to your sorrows even.

You can't come back to a whole host of things.

But there is one thing you can do. You can make it unnecessary to want to go back. You can stop wasting your hours and days, you can make the most of the present so that you won't have to want to go back.

There's one thing I learned in the newspaper business and that was, to Do It Now. The story that gets away today will not be as good tomorrow. The tip you fail to cover today will be worthless tomorrow. The scoop you fail to land will be the other fellow's beat tomorrow. So Do It Now.

Now, let's take this thing to heart in this business. The sale we lose today we cannot make tomorrow. Why? Well, for as many reasons as we have competitors, for one thing; the prospect may die, he may burn out, sell out or give away his business. You can't come back on the sales you lose. You've got to get them now.

Every day you lose is a dead loss. You may wish you could come back to them, but you can't. This is one of the places when the word "can't" is permissible, because it describes an actual condition and physical impossibility.

Suppose you take ten minutes next Sunday afternoon, go out under the old apple tree in the back yard and figure this thing out for yourself. In about twenty-three seconds by the clock you'll agree with us that you can't come back and that you'd better hustle while both spirit and flesh are able and willing.

## Changing Interest to Desire

By Jerome P. Fleishman

**A** MAN who has traveled this country from the Mississippi to the Atlantic for many years in the interest of various

technical publications, told me an advertising story the other day that forcibly illustrates the *cumulative value* of the right sort of advertising.

This man passes the time on trains between cities by reading the magazines. He says he reads nearly all of the "big" magazines of the day, and a great many of the "little fellows." Of course, he reads the advertising sections.

For some time he had been conscious of a peculiar appeal in the advertising of a certain well-known make of safety razor. Time and again his attention had been attracted by the advertising of this razor, until finally his *interest* was aroused. This man, by the way, was quite an expert in mechanics, and something in the construction of that particular shaving device appealed to him as being mechanically sound.

One day, not so awfully long ago, while riding in an elevator in one of the skyscrapers of Chicago, this man noticed that the manufacturers of that razor maintained headquarters in that building. Remembering the generous offer of a "thirty-day free trial," as advertised in the magazines he had been reading, he entered the firm's showrooms and asked to be shown one of the razors. A courteous clerk, who was shrewd enough to size up the temperament of the visitor and allowed the goods to speak for themselves, effected a sale in short order.

The *cumulative effect* of all those magazine ads was responsible for that sale. Strangely enough (although this has no bearing on the point I wish to make) I, too, had been interested in the advertising of that razor and was considering buying one. After my little talk with this man, I went right out and bought one, for his satisfactory experience with the article changed my *interest* to *desire*.

Don't expect, Mr. Merchant, to put a little ten-line advertisement in today's paper and be forced to close your doors to keep the crowds out of your store tomorrow.

Advertising isn't magic. It is *power*, and this power *grows* through repetition.

Don't lose sight of advertising's *cumulative value*. Keep your name and your goods in the public eye—*keep at it*—and you'll reap the reward of all persistent advertisers—*more business*.

# Discouragement, the Disease—Stickto-itiveness, the Cure : *by* H. P. Wartman

**T**HIS preachment is not for the seasoned salesman who, having served his apprenticeship in the severe but thorough mill of experience, accepts vicissitudes as matter-of-fact happenings common to all men, whistles a merry tune, goes his way wearing his habitual smile and is affected not at all. It's the beginner, the young salesman ambitious for success, who conscientiously does his best, seems to make no headway and has come to believe that he is the one particular mark picked by his nemesis to be pursued. He's the fellow I want to reach.

You know that excellent bit of verse that begins

"It's all very well to be pleasant  
When life flows along like a song"

and you've wondered sometimes how the devil it's possible to smile "when everything goes dead wrong." Well, it isn't exactly easy on the start and you can't always smile. But this you can do with that nemesis; you can side-track it, and keep on side-tracking it until finally, some day, you'll ask yourself, "I wonder where I shook that thing?" And you won't be able to remember.

And right here, observe, please, that I am not by nature an optimist. Thirty odd years (don't bother about the "odd"—actual figures have no particular bearing on the subject) have brought to me a generous share of set-backs, but they have taught me as well the utter futility of wasting energy worrying over the unpreventable.

## "Never Say Die"

Once, in my school age, I went to a show. "Never Say Die" was the name of it. It was only the usual blood-and-thunder melodrama in which the hero in the first act is bidden to go hence from the old home and in the three following successively escapes being murdered by the villain, run over by the lightning express, cut in two by a circular saw and drowned in the mill race, to return finally in the nick of time with a bag of gold to pay off the

mortgage and hand the villain—cur-r-se him!—over to the authorities.

The play, while it made quite an impression on my immature mind was, of course, in time, forgotten. But somehow, the title lingered, for it isn't such a bad phrase. Say it over again to yourself.

Later, when my business life was in the bud, there fell into my hands one day a circular of which just one line stands out clearly in my memory, "keeping everlastingly at it brings success."

Read it again, it's a good one. And what was that other one?

## Making a Start as a Salesman

Now to get down to "brass tacks."

You've landed the job. The "Boss" has told you all about the line, patted you on the back and said, "Now go out and get busy," and away you go, feeling like a three-year-old.



H. P. WARTMAN

ASSISTANT SALES MANAGER CAMPBELL SOUPS

Your line is a mighty good one. You know this is so; not only because the boss himself has said it, but because you can see for yourself. It's one the public ought to buy; the price is right and if anybody can sell it, you're the man.

Why not? You're a salesman; no doubt you've just completed the Sheldon course. Now, you're in just the right frame of mind. The day is perfect and as you walk down the street with your sample case you figure that in a year or two you will have done so well that the boss will take you into partnership. You're going to put your whole heart and soul into your work and failure is a word your vocabulary knows not.

Here is your first prospect. You've decided that time is money and made up your mind to waste very little of it on a "preliminary."

You open up something like this, perhaps: "Good afternoon, Mr. Prospect. I have a line here that I think you'll want to handle as soon as you see it. Highest quality! good profit! your trade will—" and here the cloud in the sky no bigger than a man's hand that you didn't see at all out in the sunshine has suddenly settled down and enveloped you and your ambition, for the prospect has turned on his heel and is even now closing the rear door behind him.

Never a word; no opportunity for argument; you just got your grip open and that's all.

Now what can you do in a case like that?

Of course the fellow was a curmudgeon (whatever that means) and his action contrary to all business ethics. Literally, he insulted you and in the presence of his clerks. Your temper (I hope you have one) is right at the boiling point. If you could only get the scoundrel outside for just one minute, you'd show him, etc., etc.

#### How to Take a Hard Turn Down

What are you going to do about it? This—if you're wise. You smile; you laugh; heartily if you're certain the rear door is tightly closed. You remark to whoever is within hearing, "It's a beautiful morning this afternoon," or some such irrelevance; pick up your sample case; say

further, "Now I've got to come back again—and this is my busy day." Blithely depart with head erect, having parted with not one iota of your self respect.

Is it difficult to do this? Not at all. Once on the outside, if it will relieve you to jaw a little, do so (this won't get you anything, however) and then—*forget it*. Just that. Dismiss the entire incident from your mind. You think you can't do this? It's the easiest thing in the world.

It would be the height of imbecility to permit the ungentelemanly behavior of a buyer who ought to know better to spoil your day.

Look above you. The sun still shines. Your line's all right. You're all right. Your salesmanship hasn't even been given a chance to prove itself; only your pride has been jolted. And right across the street is Prospect No. 2. What was the title of the melodrama?

You are yourself again. You frame up a good quick opening and enter the store—we'll say it's a grocery store; there are more of that kind than any other—and find just nine customers waiting to be served and in two minutes three more make the total twelve.

The time slips by; five, ten, twelve, fifteen minutes; the proprietor is a very busy man and seemingly short of help.

A busy store has money to spend, you reason, and you're not far wrong. Meanwhile, you are figuring that all this time you might be making a sale somewhere else on this, your first day, when you are so anxious to give a good account of yourself.

#### Up Against Another Obstacle

Finally the last customer goes her way and the man you have been waiting for looks up and says, "Well!!" and his voice may not be likened to the merry little brook rippling down the mountain side. You step up briskly and he throws this at you: "I'm too busy to talk to you today." He looks it.

Now, right on his shelf you see your own line which, for a name, we'll say is Campbell's Soup. There are twenty-one kinds of it. He's entirely out of one of the best sellers and he's low on several other kinds.

You know he ought to buy. Your firm are generous advertisers and as sure as fate some woman is certain to want the very kind he hasn't got.

You tell him this and everything else that you can remember the Boss at the factory told you about a case of this kind (for the "Boss," if he's on to his job, has fully posted you before he let you get away).

While you are talking, the grocer stands on one foot and then the other, looks frequently and longingly at the bunch of orders that must be put up before dinner time and, finally, seeing your earnestness and perhaps sensing your "newness," remarks, "I really haven't time today to check up my stock. Come in next time you're 'round," and in just six seconds he's in the back of the store with his head in a sugar barrel.

Now, you have some arguments yet unsaid but this is not a Campbell's Soup story (you'll find that in the December '09 number of *THE BUSINESS PHILOSOPHER* and it's worth reading).

You may or may not follow your prospect and anyhow, it's the purpose of this article that you do not sell him after a good half hour wasted—as you think, forgetting that some buyers have a good memory, particularly if you've a "personality," which, if you haven't, you should cultivate immediately.

Also, you do not sell the next half-dozen grocers on whom you call. This must be unusual, you reason, and so it is, for the line you carry.

You've just about lost heart for good and, coming to a public square, an empty bench invites you and you accept the invitation—which is a very good move on your part—you're "new."

#### Getting Back Your Nerve

You sit down. Perhaps you consult your watch and think, "It'll take me about a half hour to get back to the factory and turn in my sample case; it's plain to be seen I'm not cut out for a salesman"—a perfectly natural thought under the circumstances, but very, very lacking in originality.

Listen! That little bird that flew away as you approached is sitting on a twig just above you. His chatter is insistent. Listen

again! You can hear him very plainly. "Che-e-up! Che-e-r up!" he chirps and he means *you*. "Happy bird," you say, "with nothing to do but sing in the sunshine. No trouble, no care—" Hasn't he, though? What about his wife and four children to feed?

It's a good two hours till sundown. Presently the humor of the situation strikes you. "What a chump I am!" you say. "Did I tackle this thing to give up after a few hours? Well, I guess not." For I am presuming you are the right sort and have grit.

Now you use the brain God gave you. Something must be wrong. What is it? What's the matter with your talk?

You rehash many of your arguments. There was a time when you believe if you had said this to Smith instead of that things would have taken a different turn. And the point you wanted to bring out with Jones, somehow got by, and after that you felt intuitively he was lost. What was that phrase that stood out so clearly on the circular?

#### Sticking to It—And Winning

Ten minutes more and you're talking to Robinson; talking convincingly. You've made up your mind that you're going to sell him if it takes you the rest of the afternoon, and you do sell him—in five minutes by the clock.

You make a few more sales and you miss a few more—you miss more than you make, very likely. When you drop in at the factory for fresh samples for tomorrow, the Boss asks, "What luck?" and you tell him. Then he says, "Well, that isn't so bad for your first day; you'll do better tomorrow"—if he's the right kind of a Boss and has grown to be what he is because he understands how to handle men.

The days come and go. Some are very good; some very bad. Sometimes the fault lies with yourself; frequently causes beyond your control seem to conspire against you. Steadily, however, you forge ahead and after awhile, when you have become seasoned and immune to the hard knocks that come to most of us in this life, you look back at times and laugh to yourself at how you used to worry about the

trivialities that were, after all, but incidents; little pebbles in your road to success requiring but a kick of your advancing foot to clear your pathway. That is, you do this if you have learned to be a philosopher. Some never acquire this knowledge, but all may.

And so, I say to you, young man; having selected your vocation, *stick to it*.

Let nothing deter you.

Make up your mind to succeed and be satisfied with nothing short of success.

If you are to be a salesman, determine to be a good one; the kind the Boss picks for the hard knots and says, "There's just one man to handle that proposition and if he loses out, we'll forget it; it's impossible."

And remember, "He who would win, must work," not forgetting that he who works almost always wins—provided he works along the right lines.

## Floriday Flowers

By R. H. LAMPKIN

THIS is the first time I have ever written for the PHILOSOPHER, but it will not be the last time. This is not conceit, for I have heard it said that Riley, the Hoosier Poet, tried for twenty years to get into a certain magazine in this land of magazines, before he succeeded. And my wife said she had to marry me to get rid of me.

I thought a good deal of my wife then, but nothing like my growing appreciation now. I liked the PHILOSOPHER of former issues, but if there is a *best* it was the June number—I was born in June. The disparity between the yearly subscription price and the worth of this one copy is an impassable gulf. I don't see how anybody can afford to produce that kind of writing for the money, or how others can afford to do without it.

That leads me to say that business men do not gather enough of this kind of cream from the pan of life, but like flies are swimming around in the blue of a pan of skimmed milk, into which a greediness has bewitched them. Newspaper reading is all right but like skimmed milk it is likely to produce colic or costiveness in the mentality, if it is made a too steady diet. What is needed to preserve the good fruit of a broad mind is the sugar of mutual benefit, and not just that spice that can be rung up on a cash register, or one might find that his preserves are pickles—and vinegar goes to make up the latter compound.

Here you are. Listen:

"There was a maid named Perkins  
Who dearly loved Heinz's gherkins,

But she ate a whole quart,  
Which was more than she ort,  
And it pickled her inside workin's."

Yes, too many of those fellows behind the glass doors and gilt indications of importance are in this maid's dilemma. They need to read the lines of Nixon Waterman:

We are, most of us, selfishly slow to confess  
How much others aid us in winning success;  
But the Fourth of July and the oyster must see  
What failures, without any crackers, they'd be.

The crackers of success accompaniments do not always come in sealed packages of selfishness, but are found in bulk. Though they may sometimes lack in crispness, it is usually because they are kept too long under the counter of irritation. All that is needed is the quick oven of human sympathy, heated by just a few twigs that have hitherto served as perches for those above.

Get down, my brother, and let those twigs do the work, for the real success problem you will solve by letting the top figure be counted in. For "the success of an institution is the sum of the successes of each man in it."

Here is the end of my string and I am going to use it to tie up my posies for you—they grew wild. "You're welcome."

"If a man wants to live the great life, all the laws of the universe range themselves on his side."—J. D. Jones.

"God, Immortality, Virtue, are the three pillars on which the Universe rests."  
—Jean Paul Richter.



### Resuscitating Oscar Holland's Business

ONE of the first of the autumn rainstorms was dropping straight from the clouds to hardpan—everything between was so dry that the water didn't find a stopping place. So, of course, the day was "cold and dark and dreary," and all the rest of the poetic things that Longfellow says about it. The radiators had not been connected up after summer repairs, so Socratic and I were glumly working away in our fall overcoats when Oscar Holland thickened the gloom by casting his chill shadow into the office.

Now, Oscar was no habitual Jeremiah. He had been foregathering with the after-hours galaxy of stars in our office, and had usually done his own share of scintillating.

But Oscar had not been himself since his summer vacation. He seemed to be working harder than ever, but the thermometer of his spirits had been going down, down, down—until we could see the deep, black ice on the brooks of his good nature, the hoar frost on the flowers of his sense of humor, and the heavy, damp snow on the once sun-drenched meadows of his good cheer.

### An Unburied Corpse

"Well, I'm through," he groaned, falling limply into the big chair. "My business is dead, defunct, decayed. And I haven't money enough to pay for the obsequies. Know where I can get a job as bookkeeper at twelve dollars a week?"

A gust of wind spattered a handful of cold raindrops against the window. Oscar shivered.

"Last year at this time," he wailed, monotonously, "I was making about three sales a day of my office systems, with prospective profits of twenty dollars each. Now, I don't sell one in a week."

"What's the trouble, Oscar?" I soothed. "We use your system here and find that it is the best thing of its kind that was ever devised. Flushton uses it over at his store, and wouldn't trade it even for a stenographer that doesn't wear rats or chew gum. Seems like you ought to have a bunch of boosters in this town, after your work last season, that would send you to the top of Old Baldy to get a rest from raking in the money."

"Put away your pipe, old man. I had the same dream when I started in work this fall. But somebody kicked me and I woke up."

"Perhaps you have worked out your territory," I suggested, by way of getting at the answer.

"The thought doesn't comfort me, old man—first, because it's all the territory I've got; second, because the tear-wringing truth is that I had worked only the fringes of my territory. All the biggest and best offices I reserved for this season, when I should have the weight of having made good in the smaller ones. But, they will not come across, although I have used enough perfectly good salesmanship to have sold a carload of bucksaws at a hobo convention."

"Then how do you diagnose your desperate case?"

"You don't mean diagnosis, son. you mean post mortem—the autopsy."

"Well, the autopsy, then, Little Sunshine. What carried off your child?"

"I wouldn't pay five cents—if I had it—to know. What's the use? That wouldn't raise the dead."

#### Socratic as Coroner

"So you don't know why your business has passed away?"

"Listen, simpleton! To begin with myself, I am a better salesman this year than I was last—or was before I died. Next, take my proposition. It has been greatly improved since last fall as a result of our experience with it. Then comes the customer. As I have already imparted to your darkened understanding, I saved most of my best and biggest prospects for this season. In addition, business in general is better, people have more money to spend, and I have the advantage of a good many satisfied customers. Do you see any large, jagged holes in that analysis?"

"Can't you see the big hole yourself, Oscar?" Socratic had spoken at last.

"Why no, I must say I can't. Looks to my crude intelligence as if the argument was as thick and solid as a stone wall. Where is the hole?"

"How did you begin your work here, Oscar?" Socratic wanted to know.

#### Where the Line of Least Resistance Led

"Why, I had a lot of good leads from advertising when I came here. First of all, I went around and sold as many of those as I could. Then I got the names of others from them, and so worked along the lines of the endless chain idea?"

"What kind of people were on your list as leads?"

"Well, there were one or two big ones—the rest were small dealers."

"And what kind of people were the first ones you sold?"

"Well, the small ones, of course. They are easier to approach than the big fellows, and, not being pestered so much by salesmen in my line, are easier to sell."

"And the names that they gave you—were they the names of leading firms?"

"Well, no, not noticeably. They referred me to people in their own class, of course."

"A good many of them are easy marks, no?"

"Well, I suppose they were. You see, I was new in the field, and wanted to get

my systems into actual operation somewhere just as soon as I could. So I naturally followed the line of least resistance."

"Now, answer me truly, Oscar. Have all the people you sold your system continued to use it?"

"No, of course not, the fish! Even when they have invested their money in my service and the forms, they haven't the enterprise to go ahead and get their money's worth. The system would save them a lot of money if they would only use it, but they are such inert mud that they let it lie idle in their desks and vaults."

"You think that you have a right to sell a man the system when you know that the chances are that he will never get his money's worth out of it?"

"The service is worth ten times what it costs to any man that I sell it to. If he hasn't the enterprise to get the value out of it, that's none of my affair."

#### What Might Have Been

"Do the firms that have allowed the service to go by default generously admit that the fault is their own?"

"Oh, no. Hardly ever. If they are such paralytic victims of strabismus and myopia as not to use what they have paid for, they are usually too demented to put the blame where it belongs. Some of them even try to get me to give them their money back. As if they could return to my stock the hours and days that I spent in installing the system and hooking it up to their business."

"And when you refuse to rebate, I suppose they are full of kindly and generous feelings toward you?"

"No, there are a whole lot of them sore. But that always happens when you sell your services. It's a part of the business that has to be expected."

"Did you ever sell a real, live, business-like man or firm your services and system that quit using it afterwards?"

"I don't remember any now. But the money of the little fellow is just as good as that of the big one, in proportion to the service rendered and forms sold—and a lot easier to get."

"Do you think, Oscar, that a swarm of little gnats, buzzing dissatisfaction with

their investment, is the best kind of advertisement you can get?"

"By the hammer of Thor! Knockers! Of course they would knock. I'm a good one to talk about strabismus and myopia. Thanks for the specs, Socratic. With them I can see a whole lot of things I never saw before. It's all as plain as day. There was the Pierce & Higby deal. I had that all but closed. Then it fell through, and I couldn't make out why. But I remember now that Field, the little upholsterer, is a brother-in-law of Higby's. And I put in a system there that Field never used. Field is a meek little cuss, and never would have the nerve to jump on me about it, but he told his brother-in-law how he had been stung. I remember now that Pierce asked me if I hadn't installed my service at Field's."

"If you had made it a point to sell Madsen the very first one that you put in anywhere in town, don't you think that his name would have been worth more to you than those of a dozen small retailers whom everyone in town knows are easy marks?"

"Of course, of course! They are follow the leader. It would have taken a little longer to get started, but I should have been in the right company. Why, when I had bagged a half dozen of the biggest firms in town, the rest would have followed like sheep. All I would need to do this fall would be to sit in my office and take their money, hiring men to go out and install the systems. But the mischief is done. And now, I don't see any way out."

"Have you ever analyzed Madsen's business and devised an office system for it?"

#### The Corpse Revived

"No, I'll have to own up that I was waiting until I could go to him with the names of several of the other big fellows on my list of clients. But I see your point. Why, dog bite my cork brain! I have known all the time that the way to sell a real business man was to get together something that would show right on the face of it just how much I could serve him. But I was too busy nosing out the line of least resistance to do it. A lazy man's makeshift. Will each of you kindly place an able-bodied and well-directed kick where it will do me the most good?"

The wind had risen to a gale and was howling in the cornice. The rain volleyed against the window panes, washing off the last of the summer's dust. But the steam was clanking in the pipes and the winter of Oscar Holland's discontent was melting in one of his old time smiles.

"I'll sell Madsen the very next thing I do, if it takes me all of next month," he crowed, buttoning up his rain coat. "And if any man that hasn't the backbone to keep going comes around to me with his money, I'll refuse it with hauteur."

#### Why He is Judge Lex

WE ALL went down to the court house, on Wiggins' invitation, to hear the arguments in the Mordave insurance case. The good old fellow had promised us that they would be worth hearing. And I suppose they were, no doubt—to Wiggins.

The court room was warm and poorly ventilated. I had been up late the night before, demonstrating the timewreathed bit of wisdom that "a little nonsense now and then is relished by the wisest men." So I was soon placidly escaping the prickings of my conscience, with my head pillowed on Socratic's shoulder.

Just as the Big Gun of my dream was signing the contract for a half-million-dollar advertising account, I felt Socratic's rude elbow in my ribs. I could have tied a bow-knot in his smooth-shaven throat without a thought of the coroner. Why couldn't he have waited until the magnate had signed up?

Then I heard him whisper into my agonized ear: "Listen to this, you snoring virtuoso. The man is talking law in plain United States."

#### The First Impression

I stopped—looked—listened.

What I saw was a shabby, middle-aged man with a great dome of a head, standing in an apologetic attitude before the court.

What I heard was a thin voice, haltingly addressing his honor on the law in the case. At least, that was all I heard at first. But in a minute I was drinking in the purest rill of English that ever trickled from a man's lips. And it was making the law in that case so plain that even a



rank outsider and layman like me was on his side, body and soul.

"Who is he?" we all demanded of Wiggins, like a college yell, as soon as the dome of thought sat down.

"Job Lex. He represents one of the minor parties to the action before the court. Lives out in Osseo. Back country lawyer."

"Do you know him personally?" Socratic wanted to know.

"Oh, yes, I've met him several times in connection with this case. Why?"

"I want you to present me, if you will."

"Certainly, just as soon as court adjourns."

There were two or three other prosy arguments, during which I made up sleep. Then the scuffling of feet told me that the session and my nap were over.

"Come along, you, if you want to meet Lex," ordered Wiggins. So we all trailed after him into the jury room, where we found Lex alone, getting ready to eat his lunch out of a little, folding tin box.

#### Getting the Man Fed

Wiggins did the thing handsomely for all of us, poor Job Lex looking a little scared all the while. After the opening exercises, Socratic used this:

"Won't you come over to the club to lunch with us, Mr. Lex? There are some business matters I should like to talk over with you, if you can spare the time."

Lex accepted a little dubiously, and we were soon using our imaginations on Phil's irresistible menu.

Socratic had some mining claims that had got into some kind of legal sticky fly paper, and he thought that Job Lex was just the man to pull them out of the pitch and clear them of the mess. Lex wasn't at all certain that he could do it, suggested his friend Vivian, the noted expert on such cases, but finally had to admit that even now, with what little Socratic had been able to throw upon the tangle, he thought he saw a short cut to clearing the claims. From Socratic's manner, I could see that Lex's plan was much better than anything he had hoped to do. And so the deal was made.

By this time, we were stirring our coffee, and Lex had warmed up and begun to feel at home. Conversation became general. And then we found that our guest was

one of the brightest, kindest, and wittiest conversationalists that had put his feet under the Cuyamaca club mahogany for many a long and dreary day.

#### A Brilliant Failure

In the good fellowship and confidence of the coffee cups, Lex finally let it out that he had a miserable practice, and had never been able to make ends meet.

"But, so far as your knowledge of the law is concerned, and your ability to win cases, you yield nothing to the most successful lawyer in this part of the state, do you, Mr. Lex?" murmured Socratic.

"Oh, I would hardly say that, Mr. Socratic. 'I am just a back country lawyer.'"

"I appreciate your modesty. It is a beautiful virtue in a violet, but it seems to me that it is shockingly poor medicine in an attorney. As a matter of fact, and just between friends, haven't you prepared yourself for your profession with more painstaking care and thoroughness than any of your confreres of this bar?"

"Well, perhaps I have. In some respects, I am sure I have. But, notwithstanding, it's results that count. And I have to own up that I have not attained to the degree of success of some of the poorest prepared of any of them."

"Isn't it true, Mr. Lex, that you win practically all the cases you undertake?"

#### Some Causes of Failure

"Yes, I suppose it is. But then, you must remember that I have been retained only in the most simple and unimportant cases. The big, reputation-making cases go to the more successful and better known men."

"Mainly because you have the habit of recommending the other men when a big case comes to you, isn't it?"

"To be sure, Mr. Socratic. I give my clients the best advice I can, and it seems to me that I ought not to let them take chances on causes involving important financial or other interests with so obscure an attorney as I am."

"But you know, down in your own heart, that you know the law and can make the pleadings better than these fellows in the lime-light. Why shouldn't you serve

your clients by giving them the benefit of your superior wisdom and skill?"

"I have sometimes thought the same thing, but, even when I have tried to act upon the thought, I have been unable to induce my clients to let me handle such cases. Besides, my health has not been of the best for the last few years, and I have had to go a little slow with myself."

"Even so, wouldn't there be more money and less hard work in a few big cases than in many petty ones?"

"Yes, that is true. But I am handicapped by my unpopularity. I have a poor memory for names and faces, and so often estrange my friends. I am a very poor mixer, and have often ruined my chances by my thoughtless and tactless manner. I am sorry to say that I do not read men well, and, knowing this, am unduly suspicious. No, I'm afraid that I am fated, by my temperament and limitation, to stub along at the poor dying rate I have been going."

#### A Poser for Lex

"Why don't you study salesmanship, Mr. Lex?"

"Salesmanship? I'm surprised. I'm too old to change my profession. Besides, I'm utterly unfitted to sell goods. I should make a worse failure on the road than at the bar. I don't understand you, Mr. Socratic."

"Did I ask you to take up the profession of salesmanship, Mr. Lex?"

"No, come to think of it, you didn't. But why study it unless I do take it up? You puzzle me more than ever."

"Have you ever stopped to think just what the study of salesmanship might involve?"

"I can't say that I ever did. But, on first thought, I suppose it must require a knowledge of the goods to be sold, their prices, and the terms of the contract between buyer and seller."

"Well, that would be very easy to acquire, wouldn't it? You could learn that in a few hours, with your trained mind, couldn't you?"

"Yes, yes. I suppose I could. But a man ought to be naturally adapted for the business as a foundation to all that."

"What would you say are the natural qualifications for salesmanship?"

"I don't see why you are putting me through all this catechism, but you must have some purpose, so I'll answer you the best I can. Why, a salesman ought to have good health, first of all; then the power to be a good mixer—a hale fellow, well met—remember names and faces like the rogue's gallery, have stacks of self-confidence and courage, be cheerful and enthusiastic, be alert and original, prompt to think and decide, have a good voice and be a ready, logical talker, a keen judge of human nature, know something about practical psychology, and well up on the technique of business."

"And all these are natural qualifications, Mr. Lex?"

"Well, nearly all of them."

#### The "Natural-Bornness" of a Lawyer

"You have the natural qualifications necessary to keen analysis of legal situations, don't you, Mr. Lex?"

"Yes, I may say that I have."

"And you were born with this mental power at its full vigor?"

"Why no, of course not. I'm surprised! I may say that I had the mental tendency. But I have developed the power by long years of careful training."

"Then don't you think that the study of salesmanship ought to involve training in the qualities you have named?"

"You're right, Mr. Socratic. What follows?"

"Have you, or have you not, some little mental tendency, as you call it, in these directions? Or do you think that you are utterly deficient in them?"

"Oh no, not utterly deficient, by any means. I have a little, but that's the reason I think I should be so dismal a failure as a salesman—I have so pitifully little."

"But, since you have a little, you will admit that the little could be developed by training into much, just as you have developed your powers of legal analysis?"

"Certainly, but what's the use? Why throw away all the years I have spent in preparing myself for the law?"

#### The Breaking of the Light

"Why not use salesmanship in building up your law practice?"

"Wh-wh-what? I'm surprised! But wait a minute, wait a minute. It isn't so

absurd after all." Lex was musing to himself. "Good health—a good mixer—a good memory—sure, sure! Self-confidence, yes—courage, yes—cheerfulness—enthusiasm—initiative, umhuh—quick thought, quick action, to be sure—trained voice, ready talker, yep—judge of men, of course! Why it's the solution! I'm surprised! And I couldn't see what you were driving at, Mr. Socratic. Very stupid of me! But, listen! How does a man go about it to develop all these things, and the others that must go with them to make a successful salesman—or a success in any other profession, as I now verily believe?"

"Do you believe that there are natural laws that control the development of man's faculties and qualities?"

"Certainly. There must be. Everything develops according to natural law, from the amoeba swimming in a drop of ditch-water up to the highest and finest attributes of the human soul."

"And you believe that these laws can be searched out by diligent students and observers, stated, classified, and correlated?"

"Yes, of course, of course. And that would make a science! I'm surprised! And has this been done?"

"Have you not heard that all the progressive business houses today are demanding that their salesmen should be educated in the science of salesmanship?"

"Why yes, now you remind me of it. How stupid of me! That's my treacherous memory again, you see. Get me into touch with those who can teach me salesmanship right away, Mr. Socratic. The residence and law practice of Job Lex, at Osseo, are for sale. I'm coming to town."

It was a different Job Lex that went with us back to the court room that afternoon, some years ago.

And now, it is Judge Job Lex, of the Federal bench.

## Facts versus Fiction in Advertising

By T. J. McLAUGHLIN

**T**HE hero comes just in the nick of time to cheat the incoming tide and lets down a rope over the edge of the cliff. The terror stricken heroine fastens the rope under her arms and the hero draws her up hand over hand to safety.

You have read this sort of thing in novels. Yet you surely know that the average man can raise only half his own weight in this manner. Therefore, it never makes an impression upon your mind, consequently, you treat it as it is a work of fiction.

I have before me a food advertisement which makes the following claim:

"We use California peppers, selected by hand, for which we pay \$1 a pound. That is seven times the price of some peppers."

Personally, I have never eaten any of those "hand selected" peppers, therefore I am not in a position to judge. It seems to me, however, that the average person would read that statement and then treat it as they do the reading matter in the novel.

On the other hand, if the advertiser had a word from the California rancher printed in the advertisement stating that such and such was the case, I know that I for one would surely eat this brand of peppers. So would you, because as Lowell says: "One does not need to advertise squirrels where the nut-trees are."

Stop teaching dogs how to bark and roosters how to crow, and strive to make a brain impression upon the reader.

The public as a whole, is a good natured thing. It has accepted the highly improbable without protest—but, beware, even a worm will turn—then, perhaps it will be too late.

Don't lose sight of the fact that "the man who just got back from Missouri" is to read your copy.

If you do this your "headlight" will burn brightly. You will leave the fiction for the novel, while you stuff your copy with facts—*facts*—FACTS.

# Some Facts About the Advertising of Life Insurance : *by* Stewart Anderson

*An Address Delivered Before the Publicity Club of Springfield, Massachusetts*

LIFE insurance advertising differs from general advertising at two points: First, in its absence from newspapers and magazines; and, second, in that it is never regarded as being more than aid to personal salesmanship.

Why is life insurance advertising, with one or two brilliant exceptions, generally absent from newspapers and magazines?

In nearly all businesses the greater the volume the larger the profit and the fuller the measure of prosperity. In other words, big business means big dividends. But in life insurance this is not true, for a too big new business from year to year would mean smaller dividends to the policyholder. The policyholder in a participating company, is, however, eager for large dividends, because by reducing the size of his premium payments, they diminish the cost of his insurance.

Now, the proper object of life insurance management, and the primary function of the business itself, is to furnish safe insurance at the lowest possible cost. To accomplish this, satisfactory dividends must be paid to the policyholder, and, as they cannot be paid if the volume of new business is excessive, you will at once see why publicity campaigns are avoided.

## **Why too Much New Business is not Wanted by Life Insurance Companies**

Why is it that satisfactory dividends and the largest obtainable volume of new business do not yoke together?

This is the reason: the first year's premiums paid on new policies do not cover the first year's cost of such policies—there is a loss—and the excess of cost, which is pure expense, eats up moneys which otherwise would have gone into the surplus funds of the company and thence have been returned to policyholders in dividends. So that a disproportionately large volume of new business defeats the proper object of company management.

Outstanding business—that is, business on which the premiums have been paid for a year or more—can digest a reasonable amount of new business without dividend disturbance, and as the old business grows in bulk from year to year it can assimilate a proportionate, a restrained, a reasonable increase in new business.

Now, the companies are able to secure this reasonable amount of new business without general publicity; why then should they—as they are so often urged to do by advertising agencies—spend policyholders' money upon that form of advertising?

And since an excessive volume of new business would result in a higher cost of insurance to existing policyholders, do not both duty and good judgment require that company executives should leave well enough alone?

In a word: General publicity, enormous new business, less surplus funds to be distributed, smaller dividends, larger net cost of insurance, grumbling policyholders, embarrassed agents. Or, conversely: No publicity, moderate new business, normal amount of distributable surplus funds, satisfactory dividends, low cost of insurance, contented policyholders, enthusiastic agents.

This is why life insurance is not widely advertised in newspapers and magazines.

## **Large Place of Personal Salesmanship in Life Insurance**

The second point of difference between life insurance advertising and general advertising is that it is never regarded as being more than an aid to personal salesmanship.

By means of the newspaper or magazine advertisement or the catalogue or the booklet or the follow-up letter, you can either sell by mail numberless things that the American people use, or else so affect the will of the reader that he sets forth to buy what is advertised. But this is

not true in life insurance—it can be sold by mail only in isolated cases, and it never has been extensively sold except through agents.

When we reflect that there are more than ten billions of old line life insurance in force in this country (not including industrial insurance)—which is evidence that life insurance is woven into the lives and encircles the homes of the people—is not the fact singular that it is almost the one only thing which the average man will not buy unless an agent goes to him, often again and again, and overcomes his reluctance by argument or appeal or persuasion, or else batters down his defense and drags him into the kingdom? This has been the universal experience of life insurance throughout its history.

Here, in Massachusetts, added proof is being wrought out before all men's eyes. I refer to savings bank insurance under state control. This was devised that life insurance might be sold cheaply and direct to workingmen, in the hope that they would en masse flock to the savings banks and buy it, and that, consequently, the cry in Massachusetts for old age pensions, then and now being heard at the state house, would cease and would never again be raised.

But that hope was futile.

The police have not been called upon to keep in line the thronging applicants, the savings banks have not been forced to increase the number of their employes, and the working man, indifferent, passes by the doors, unconscious, probably, of the boon—and it is a real boon—which awaits him inside.

Though they weep over him, how many times, he will not gather under their wings.

I would it were not so, and I speak not in hostility but in extreme regret, for I believe that until the golden era comes when society shall care for all who are helpless and old and indigent, life insurance, because there is no other instrumentality, must be the chief support of the widow and the orphan and the aged.

Glance at your own life insurance experience, gentlemen.

How many men among you are there who needed no urging, but who eagerly

invited an agent to call and without demur applied for a policy?

Very few, I am certain. And I am as certain that after a policy was issued, even though you did demur, you at once were ready to boast that you were insured and sagely to say that it was a good thing and that it was the duty of every man to be insured. They all do.

Then why do men wait for the agent? It is not that they do not believe in life insurance, for, as the diplomatists say, they "look upon it benignantly" and "accept it in principle."

I believe they wait for the agent because strength looks upon the possibility of near-by mortality with disbelief, and because the man of normal health does not realize what a chance he takes—or rather makes his family take—when he delays his decision until to-morrow or next week or next month—until the more convenient season.

But whatever the cause, neither an advertisement nor a booklet nor a card nor a follow-up letter nor any other similar device can subdue his will into immediate obedience to its suggestion.

The most that anything of the kind can do is to familiarize the reader with the company's name and the agent's name and possibly with the name and chief feature of some policy that it is advertising. Then when the agent calls, he finds a man who possibly shows a little pride in saying, "Oh yes, I've read the advertisements of your company." That is all—a good deal it would be in other businesses, I admit, for it is the open gate—but the signing of the application in the citadel is still a day's journey farther on. In life insurance it is the agent and not the advertisement.

#### How Life Insurance is Advertised

What are the usual media of life insurance advertising?

The card or small flyer which is slipped into the general mail stating a financial fact, or bearing an insurance suggestion; the follow-up letter and the follow-up card; the illustration blank in which are entered the various figures of a policy; the annual statement book, which tells of the previous year's operations, and details the

financial strength of the company; and chiefest of all is the line of booklets, some of which are devoted to an analysis of policy provisions, and others of which are designed to arouse interest in and excite a desire for the several plans of insurance which the policies carry into effect.

Life insurance booklets commonly are not prizable for richness in dress and typographical and pictorial display. Their subject is not easily illustrated, and all that readably can be said upon it may be kept within the limits of eight pages and cover in a 6½ envelope. That is an economical size for the printing department and the mail and is a convenient one for the agent's pocket. I do not mean that the booklets of our business lack dignity and taste, for I believe that the best of them are easily comparable with the best similar booklets used in any other business, but that, because their office is a subordinate one, and because the thing they describe pertains to a contract and not a commodity, and because economy is the watchword of almost all the companies nowadays, in the printing department as well as in the executive offices, the life insurance booklet is not in the family of expensive pamphlet productions.

#### How the Booklet is Used

How is the booklet used? I must speak in the most general way, of course. It is used as a herald of the agent, sent by mail to a selected list of names to prepare the way for him; also it is often sent after the first interview, to be read by the prospect in his quiet hour, and to reinforce the agent's argument or else to give a new view of the subject.

Successful users send only a few of them at a time, and sedulously follow them up with personal interviews. Sent out broadcast, all that such literature accomplishes is the making known of the company's and the agent's names to a large number of people who will not afterward be called upon. This is wastage—wasted booklets, wasted envelopes, wasted postage, wasted clerical labor.

These booklets usually contain a return card, which the reader is invited to fill out and send to the agent. When it is received the agent promptly calls, with a specimen

policy, perhaps, and with a resourceful, and usually tactful, tongue. Of course he would in due time call, even if the card were not returned to him, but its receipt is sure to hasten his call.

A word about the return card, true of the booklets of every business in which such a card is used. Its detaching line should have either a post office perforation—the round hole—or else some other kind of perforation that will as surely say to the reader that there was no doubt that it would be filled up and returned. If that line is defective, so that he tears the leaf in trying to remove it, and if his desire to have the sample or the further information promised in the leaflet is not excessively keen, he is liable to throw the booklet away in disgust.

The return card is the crown of the work, and its detaching line is so powerfully suggestive that its quality may either make the booklet fruitful or else kill it.

#### How Names of Prospects are Secured

There is not time enough for more than a hint of how the names of prospects are secured. The man who puts a mortgage upon his house or upon his factory—how the agent looks over the registry of deeds for such cases, and speedily suggests that a low cost term policy to run during the term of the mortgage be secured; the commercial reports; the city directory; the telephone directory; the marriage registry—an ever-fresh list of names; the birth registry, which tells of increased paternal responsibility and of a boy or girl to be educated in the years to come; the social item, which speaks of journeyings, making new or additional insurance desirable; the tip given by a friend; the overheard conversation; the news item about a business to be started or enlarged or the forming of a partnership. There are a thousand sources of material for the agent's canvass.

Suffer me now to say a few words about the psychology of life insurance advertising. Its chief principle is the same as that in all scientific advertising: find the motive, work upon it.

Many men, many minds.

True, but motives are few.

There is the desire to save, the desire to lay aside for old age, the desire to safe-

guard the business, the desire to educate the children, and, above all, the desire to protect wife, children, or other dependents.

#### Covering the Grave with Flowers

Now, life insurance would never have been born were not life uncertain, yet men are chilled if you urge upon them the possibility of untimely death, and if you urge it too strongly they are liable to become angered.

For example: "Mr. Harrison, I see by the paper that a new baby came to your home last night, and I have called to talk to you about life insurance. You, as an observing man, must know that you are liable to die to-night; people are dying all around you, and it is just as liable to be your turn next as any other man's. Is your family protected? Can you look them in the face? What would happen to them if you did die to-night?"

Mr. Harrison by this time is frozen up, but, as politely as he can, he tells the agent that he is busy this morning. The agent asks when he may call again, and Mr. Harrison perhaps replies that he may call any time—next week, if he wants to. So next week the agent comes in.

"Good morning, Mr. Harrison, I have come to talk to you again about life insurance and protecting your family. You had a narrow escape this week, for young Jonathan Jinks was suddenly called to his long home. Poor Jonathan! You had better fix it up today, Mr. Harrison—many stronger men than you have been cut off without a moment's warning—death is all around us."

By this time, Mr. Harrison is frantic, and he cries, "Get out, go to —, —well, get out, anyhow."

He knows that what the agent said was true, but the method made him furious.

Suppose, however, that the agent had come in and said, "Good morning, Mr. Harrison, I saw by the paper this morning that a little girl came to your house last night."

"Yes, yes," said Mr. Harrison.

"May I ask if everything is all right at home?"

"Yes, everything is going fine. Bouncing eight pound girl."

"That's good, let me congratulate you; I know how it is because I had a little girl come to my house six months ago—nothing like 'em!"

"No sir," says Papa Harrison.

"I suppose that, as we all do, you want a little more protection now to cover this little one?"

Papa Harrison's heart is pretty warm this morning and it opens wide to the agent's suggestion, and he signs an application for one or two or five thousand additional.

So in our appeal we keep away from the grave as much as possible, and cover it with verbal flowers when we can. We walk with the prospect all around it, with our backs to it, and talk personally and intimately of other things—thrift, old age poverty, duty and love—which may lead him to sign the application.

Would he save for his old age? Life insurance will aid him.

Would he make certain that his business shall continue if anything happened to his partner?—life insurance will give that certainty.

Would he, as he is in duty bound to do, protect his wife and children, whom he loves?—there's nothing so perfectly adapted to it as life insurance.

If he signs the application the flowers on the grave are all that he sees, but if he refuses, or if he says "I will take a policy, but not now," then we brush aside the flowers and show him the grave, and the graves of men whom he has known who too early "passed the door of darkness through."

In describing the workings of our principle I have not meant to speak flippantly, for the stories that come to life insurance offices are sad witnesses that the reality of suddenly-opening graves is far more grim and pitiable than the pictured graves to which our booklets point, and the misery they reveal amply justifies our methods.

#### Opportunity and Optimism

Finally, as advertising and salesmanship go hand in hand let me say that the spirit of life insurance salesmanship is the spirit which animates all successful salesmanship—optimism, the ever-new opportunity. Not the dismal optimism of life's single

opportunity, sung with such beauty by Ingalls—that would be fatal to salesmanship:

"Master of human destinies am I;  
Fame, love and fortune on my footsteps wait;  
Cities and fields I walk; I penetrate  
Deserts and seas remote, and, passing by  
Hovel and mart and palace, soon or late  
I knock unbidden, once, on every gate.  
If sleeping, wake; if feasting  
Rise before I turn away;—it is the hour of fate!  
And they who follow me reach every state  
Mortals desire and conquer every foe  
Save death; but those who doubt or hesitate,  
Condemned to failure, penury, and woe,  
Seek me in vain and uselessly implore;  
I answer not, and I return no more."

Rather is it the glowing optimism of opportunity so inspiringly voiced in the reply made to Ingall's poem by Walter Malone:

"They do me wrong who say I come no more  
When once I knock and fail to find you in;  
For every day I stand outside your door,  
And bid you wake and rise to fight and win.  
Wail not for precious chances passed away,  
Weep not for golden ages on the wane;  
Each night I burn the records of the day,  
At sunrise every soul is born again.

This is the spirit that life insurance instills into its ambassadors, and strives to keep aflame.

## The Beauty Doctor

By DR. H. LINDLAHR, M. D., D. O.

**I**F YOU would be beautiful, purify your body and beautify your mind and soul.

A fine skin and a pure complexion depend entirely upon pure blood and good circulation. The purity of the blood depends largely upon the purity of the foods you eat. If you fill your system with meat, coffee and tea poisons, nicotine and alcohol, the morbid conditions within will surely express themselves in outward appearance, in the dullness of the eyes, in a sallow complexion and in unsightly skin eruptions.

Keep the system well ventilated and the fires of life burning brightly by learning how to breathe deeply and regularly.

Remain in the sunlight as much as possible; nothing beautiful or sweet ripens in the darkness.

Remember that the cold bath is the finest cosmetic. It is the best tonic for the circulation and the most effective eliminator.

Remember that all the food you eat beyond the body's needs, acts as an irritant and poison, and needlessly encumbers the body.

If you wish to beautify the outer, you must first beautify the inner, for every thought and every emotion shapes the delicate tracings of your face for ugliness or beauty. Inharmonious and destructive attitudes of mind will warp and mar the most beautiful features.

Most destructive to beauty of face, sweetness of expression and delicacy of coloring,

are fear, anger, jealousy, pride, and above all, self-pity. All such inharmonious emotions poison the secretions, jar the nerves and distort facial expression.

### Mental Cosmetics

The beautiful face is produced by harmony of mind, sweetness of thought, cheerfulness, joy, kindness, and the inward consciousness of the beautiful. Feel the beautiful and you will express that feeling in your face, and your ordinary appearance will give place to the loveliness of a charm that is attractive and beautiful.

Do not try to improve the beauty of face by painting the surface. There is nothing so repulsive as the dead, mask-like expression of a painted face.

Keep your system clean, your mind wholesome, and express in your face the harmony you feel in your soul, and your complexion and expression will soon become far more beautiful than any artificial product of the beauty shop; the expression of your face will not be that of a painted wax figure, but the living reflection of a fascinating mind and a beautiful soul.

On your birthday do not worry because you are growing older, but say to yourself: "I am one year younger, in mind and soul."

The youth of the real man, the spiritual man, does not depend upon the worn appearance of the outer garment; it depends entirely upon the purity, richness and harmony of the soul life.



# The Store Speaks a Word for Itself and its Goods and Service : *by* Arthur B. Freeman

I AM a store, your servant.

"Please look to me as an individuality with feelings, with physical capabilities and with mind; believe that I cherish ambitions and hopes and suffer from ingratitude and abuse, even as you may do.

"I was conceived and have thrived on the idea that there is a tangible value in service which can be reckoned in dollars and cents.

"I am not a producer of merchandise, yet a creator of value. Like the lilies I spin not, neither do I sow, but unlike them, toil incessantly.

"Clever artisans and artists, skilled mechanics and expert tailors fill my shelves and cases season after season with the fruits of their labor. Into my confines they pour the results of their handiwork, gathered together from the four corners of the earth.

"Of all this beautiful merchandise, this wealth of the comforts and necessities of life, you, dear reader, are the consumer. Men are at work the world over striving to excel that you may be pleased; endeavoring to improve and by improving win your favor and choice.

"Some achieve even beyond your expectations, others fall short of your requirements. But in all, it is for you, Consumer, that they work, and right here, I, your store, make my entrance.

"From all this mass of production, some perfect, some medium good, some poor, I seek out that which you have intimated is your desire. By the process of elimination, enhanced by years of experience and painstaking effort, I am enabled to discover the best results, separating the chaff from the wheat.

"I penetrate the remotest fields of man's endeavor, seeking to find his best accomplishments and striving also to discover the heart of economic production, that what I do bring may conform at once with your taste and your purse.

"I do more.

"I know long before hand what modes and fashions are most likely to prevail, and arm you against disadvantageous selection

I bring you style from its fountain head, I bring you quality from its purest source and I bring you prices only in just proportion—sometimes even less than you'd think fair.

"And yet more.

"I tell you in the daily press of these researches as their fruits arrive. I keep you in touch with news from the fashion centers of the world by means of the public prints.

"My house is ever at your disposal to come and enjoy that which I have brought to show. And while you look and inspect I plan your comfort and ease. All that I have is at your command.

"If perchance I fail to please you for the moment, you leave without obligation or importunity, welcome to repeat the action.

"But when you choose to buy, I convey the purchase safely to your door and after you have it, aye after you have begun to enjoy it, I add value to the possession by lending my guarantee that what is not right will be made so.

"My growth and progress depend solely upon you, which in turn depend on my ability to serve you. Yet the greater I become, the more I am able to do for you and my success redounds tenfold to your benefit.

"Thus I have explained my right to be respected. My task is a severe one, yet the returns I ask for the service rendered are trivial in proportion. And all I seek is the continued opportunity to serve.

"In one sense I am a producer of wealth for those who have made me—to them I owe a fair return for the investment of time and capital which they have made.

"But in a larger sense, it is a labor of love, in which I, your store, enter with all my heart, for, after all, my character and my individuality are but a reflection of like qualities in the men to whom I owe my existence."

"The opportunity of a lifetime must be seized during the life time of the opportunity."—*Clarice E. Newlin.*

# Opportunities Everywhere, all the Time for the Salesman : *by* Thomas Dreier

A SMALL manufacturing concern in an eastern city is struggling along solely because it lacks an officer with sales ability. Its plant is modern and its product is of the quality kind. The head of the manufacturing department is recognized as one of the best in his line in his section of the country. The man who possesses ability to formulate big business plans is forced to play the part of a giant confined in a prison cell because the concern is not blessed with the necessary capital to swing the plans at this time, and because there is no trained sales head to dispose of the factory's product at a profit.

The officers of the concern got the idea into their heads that they could get the necessary money if they would incorporate. They had no trouble in getting incorporated and had even less trouble in securing some beautifully printed stock certificates. When they looked at those beautiful pieces of paper, they really hated to let the crude, unappreciative public possess any of them. But finally they did go forth to the strains of "The Conquering Hero Comes,"—music furnished by themselves. And then they came back with a grieved expression upon their faces because the unappreciative public did not unloosen the strings of the money-bags.

## **All for the Lack of a Salesman**

Now, this institution is good. It is manufacturing a product for which there is a market. Today it has so much work on hand that if it had double the equipment and three times its present force of workers it could keep busy for weeks without taking in another order. But its officers have no desire to do this work for others. They would rather concentrate all their efforts upon the manufacturing of goods bearing their own name. They take this outside work simply because they must have it in order to meet the payroll. They haven't the money needed to carry the business along until they could manufacture and place their own product upon the market.

If there came to them today a real salesman—a man who could go out and raise money by selling that stock—he would be given a share in the company that would eventually be worth many thousands of dollars to him. With the money obtained from the sale of the stock the plant could be enlarged and almost immediately big profits could be made. Then, just as soon as the manufactured goods were ready for the market, this salesman could take upon his shoulders the work of building up a sales department.

Without such a man this concern will be forced to struggle along for years and they will probably witness other institutions in their line outstripping them. In the meantime they are wasting their money in useless experiments in their selling department and cannot see that they cannot achieve great success unless they add a big salesman to their equipment. The officers would not hesitate a moment over investing a couple of thousand dollars in a machine. But they cannot see that a few thousand dollars invested in a sales department would eventually put them on easy street.

## **The Essentials of a Business Institution**

Every business institution has what we may call the Four Master Departments. They are:

1. Department of Production.
2. Department of Administration.
3. Department of Conservation.
4. Department of Sales.

All these departments are of equal importance. Unless each of these performs its duties efficiently the institution will fail of perfect success to just the extent of the failure of the departments to grade 100 per cent.

The production department must concern itself with manufacturing or securing the right goods.

The department of administration must concern itself with executive work—the correlating of all departments so that they will work together harmoniously.

The conservation and disbursement of money is that which with the third department deals. Unless the treasurer handles wisely the money of the concern, the institution cannot succeed.

And, finally, the sales department must sell the goods at a profit to an ever increasing number of persons.

#### **Men Who Grew Great Through Salesmanship**

Two men who stand out conspicuously as business builders who appreciate the value of the sales department, are, Hugh Chalmers of the Chalmers-Detroit Motor Company, and Melville Mix, president and general manager of The Dodge Manufacturing Company of Mishawaka, Indiana.

Both of these men took charge of institutions which were successful but not conspicuously so. They saw that the manufacturing departments were all right. Then they concentrated on the sales. You know that the Chalmers company is one of the best known in the automobile field, while the double-page spreads of the Dodge company in the Saturday Evening Post has made millions acquainted with split-wood pulleys and power transmission devices.

But did you know that the growth of this great concern was due entirely to a salesman who had faith in himself, faith in his employer, faith in his goods and faith in the public?

It's a fact.

One day there came into the Dodge shop in Mishawaka a young man who was keen, alert, quick, likeable. "My name is Melville Mix," he said, "I have come to take charge of your sales department."

"Wha-a-at?" stuttered Mr. Dodge.

"I have come to take charge of your sales department," calmly and patiently repeated Mix.

Then it came out that Dodge didn't have any sales department of any importance and also that he couldn't afford to hire a real sales manager. The talk of Mix made him feel that the new sales manager was worth a young fortune.

Mix went out and found that he could live in Mishawaka for \$15 a week and not suffer for food, clothes and shelter. With the cost figures on a piece of paper he went back to Mr. Dodge and convinced that

gentleman that he couldn't afford to be without Mix as a sales manager.

You know the rest. Mix kept on climbing up by building business for the Dodge institution, and, when Mr. Dodge died, he was made head of the concern.

This man was just a salesman—a man with constructive ability who was long headed enough to see that Mr. Dodge had a big idea and that if properly presented to the public it would make a fortune for all concerned.

Out in Chicago lives a young man of twenty-six who is paid \$7,000 a year by a tailoring firm because he is a salesman of a high order. He handles the advertising and follow-up system and since he took charge his firm has stood out conspicuously in its field.

When this youngster was in his teens, he and another boy started an advertising agency somewhere in New York State. So business-like were the letters they sent to magazines that many of the big publications sent special representatives out to see these men who were putting up the Big Talk.

These special representatives came in and found themselves before two small boys in short pants. The language used was unsanitary.

One of the representatives didn't swear or laugh. He saw the stuff in the boys and took them back to New York with him. Both made good.

#### **The Salesmen Get the Big Prizes**

The world has always been full of opportunity. It exists everywhere for those with eyes to see it. The climbers are those who use it constructively.

It seems to me that every youngster in the public schools should be taught that in order to succeed he must be a salesman.

I mean by that that he must learn that his business first of all is to sell his services. He must understand that every person is a sales person. The great personal success is the individual of great efficiency who understands how to sell his services at a great price.

The man who cannot sell his services for more than \$1.50 a day is either a man of little efficiency or, if he does grade as an efficient worker when once properly placed, he possesses little sales ability.

The man who secures promotion in any institution is the man who promotes himself. And the man who promotes himself is the man who is able to sell more of his services at a greater profit.

A writer once became famous by writing an essay the best part of which was the reiterated statement about "a man who can carry the message to Garcia."

The world is crying out for men who can carry things of all kinds to where they are needed. It wants salesmen—men who can create a desire for goods where there was no desire before. It wants employes who can increase their efficiency and can then sell their services at a profit to themselves and to the institution that employs them.

#### Why Some People are "Underpaid"

In New York and Chicago there are thousands of girls who are paid a pittance working in the large department stores. The store owners are condemned for not paying these girls more. Personally, I believe that every worker is entitled to sufficient money for the purchase of the three primary requisites, food, raiment and shelter, but after watching some of these department store girls at work I am sure that they are getting about all they are worth.

These stores need saleswomen and salesmen. With efficient sales people they could do infinitely more business and give greater satisfaction. With the persons they are compelled to employ they are limited in the good service they can render.

That these department store employers are looking for efficient service is proven by asking for the personal stories of those men and women who have climbed higher. Investigate and you will discover that these men and women started close to the bottom and that they were picked out of hundreds of employes and raised higher solely because they had increased their value to their employers and had attracted the attention of those employers to that value by doing work above the average.

Not long ago a young man came into my office and asked how he could get more money from his employers.

I laughed at him and told him that he was putting up to me an individual problem

that he was better fitted to solve than anyone else.

He told me that he had worked for that institution a long time and deserved a raise.

"Listen for a minute, old man," I said. "Just get this truth solidly in your mind: It isn't length of time spent in any institution that counts. It isn't the amount of work you do that counts. But it is the efficiency of your service that does count for much.

"You say you have not been promoted. Tell me, what have you done to deserve promotion? Have you really tried to render your institution some signal service? Have you succeeded in bettering the work you are doing? Have you demonstrated that you would be of greater value to your employers in a higher position than you are right now? Have you persuaded your employers—and that is salesmanship—that you are worth more than they are paying you? Have you done anything to prepare the way for promotion by becoming either a master of Things or a master of Persons?"

"What do you mean by that last statement about Persons and Things?" he asked.

"I mean this: That every employe should better the work he is doing every day. He should become master of more detail. He should reach out for a knowledge of the things pertaining to his own department, to the department above him, and of the relations of those departments to the institution as a whole.

"Next he should make those persons above him and below him think well of him. He should make those folks think he is helping them. He should make them feel that he is interested in them and wants to help them succeed in their work. And the only way to make those folks think he desires to help them, and to keep them thinking that way, is *to really help them better the work they are doing*. Selfishness never won a promotion. The man who is helped is the man who helps."

And that is the secret of successful salesmanship.

#### Independence of the Salesman

When Melville Mix went to Mr. Dodge he carried with him a plan that would help Dodge build business. When he sold Dodge products to manufacturers he sold

them something that they needed to make their plants more efficient. He rendered service. Since he rendered Dodge and his customers great service, Dodge and the customers turned right around and made it possible for Mix to become one of the greater business men of his time.

Hugh Chalmers started as an office boy in a branch office of the National Cash Register Company. He was a good office boy. He went to night school and studied bookkeeping and stenography so that he could render more service and thus secure bigger rewards for himself. Next he sold a cash register during the noon hour when everybody else was out, and as a result of this became an office salesman. He kept making himself stronger by reaching out after more work and doing it—became a salesman—branch manager—district manager—assistant sales manager—sales manager—and, finally, general manager at a salary of \$72,000 a year. And all this before he had more than touched the hem of his thirtieth year.

The salesman is the one man who can go into business for himself without money and without any plant except that represented by his body and mind.

He is even more independent than the oft mentioned "independent farmer."

The farmer has money tied up in land, in machinery, in crops. Drought, hail or bugs can play havoc with his investment. Fire may wipe out his buildings.

#### **Always a Job for the Salesman**

But the really efficient salesman, with a strong mind in a strong body, can make infinitely more money and do it easier than almost any other kind of a business man.

He can become a book agent, an insurance solicitor, a seller of fruit trees, a repre-

sentative of a correspondence school, an advertising solicitor—or he can secure a place with the big manufacturers and jobbers without the investment of a cent. All he must do is to prepare himself to sell the product manufactured by the house he represents.

If he can convince the sales manager of a concern that he is fit to sell that concern's product he will have little trouble in securing work. Some companies will take in the applicant, pay him a small salary at the start, send him to the company's school for salesmen, send him out with an expert to get practical training in the field, then send him to a territory of his own and loan him—on a drawing account—the money he needs to keep him going until his own orders produce profits.

During the late financial unpleasantness one of the big typewriter companies was prepared to spend \$1,000,000 to keep its sales force intact. Few typewriters were bought at that time, but the company retained its men and paid them their salaries just as if business was booming. The company had been years in trying and testing salesmen and its force represented the leading sales machine of its kind in the world. It did not want to dismantle this machine for fear that the parts could not be reassembled so as to render efficient service.

Office people, stenographers, bookkeepers, clerks—these are plentiful. But real salesmen are so scarce that stars are as valuable as the egg of the famous roc. The market is begging for more star men who can sell things, and the young man who is anxious to achieve success and who is willing to pay the price of study can do nothing that will help him gratify his desires more rapidly than to master salesmanship.

**When a customer enters my  
door, he is king—forget me**

*John Wanamaker to his employees*



### How to Meet Price-Cutting

**Y**OUR remedy begins with a careful study of analysis. While you furnish your customers with meats, canned goods, vegetables, and fruits, you probably give more value in service than in the goods themselves.

The difference between the net profit that you make on a given carcass and the gross margin that you are compelled to add to the prices of the different cuts, is just what it costs to render this service. The price-cutter almost always fails to deliver the full measure of service along with the meat.

It requires most careful analysis to locate wherein these points of difference lie. But you can find them. And when you do find them you can tell people about them. Your trouble is now that you have not analyzed the situation, and can't tell people about the differences in service.

Never talk about your competitor at all, either to your friends, in your business men's meetings, or in your advertising. You know, every knock is a boost. Instead, it is wise for you to talk about your store, and how you do things.

In the meat business, the white coat, white apron, white sleeves, and white cap are distinctly worth money.

Fine displays tempt people to buy—and many yield to the temptation. It does not take so very much in the way of material to make a good showing. It is largely a matter of selection and arrangement.

While it is undesirable to meet the price-cutter on his own ground, it is desirable for you to select leaders for the different days as the market yields them. Display them prominently. If they are goods that you can arrange for in advance, tell the

people about them in the public prints. If not, you are limited to your display, with signs and prices attached.

Make it a specialty with certain classes of trade to suggest when and how some of the cheaper and more economical cuts can be used. I know of one meat market which issued, every week, on a fair-sized card suitable for tacking up in the kitchen, a bulletin that told the people the best methods of utilizing certain cuts. You know, there are many families now buying lamb chops and sirloin steaks, who should be buying lamb stew and hearts a considerable part of the time.

The Agricultural department at Washington has been issuing a series of bulletins on this subject. It will pay you to get them and make the experiment.

Service to your customers is your salvation. But, especially at the beginning, you must make that service something very specific and concrete in its nature.

### To One Who Thinks Good Service is not Rewarded

**T**HERE is a strain of pessimism running through your letter that must be a handicap to you. While it must be admitted that there are too many employers who are cajoled into rewarding the men who "work" them rather than the men who work best for them, still you will have to admit that the employers who make the greatest successes in business are of the other kind.

A man owes it to himself to be tactful in his relations with all people, whether they be employers, fellow employes, customers, or those who may look as if they would never become customers.

There is a great difference between manly independence and inconsiderate aggressiveness, but there seem to be many employes who confound the two mental attitudes. When they do, the employer misunderstands, and the employe is discredited, so that he loses the benefit of the standing he would otherwise have as the result of his ability, reliability, endurance, and action.

There are employers who demand from the people about them a servile attitude—one that no self-respecting man can assume. They can retain only a very poor class of employes.

Some wise man has said that success in life depends very largely on the wise choice of an employer. As I grow older, I think more and more of this epigram.

If your son has happened into a place

where the servile attitude is demanded, he will show his wisdom by seeking employment elsewhere. This is not so much because of the reaction upon himself, as because it spells ruin—or at best only mediocre success—of the institution. Employes do better in the more successful concerns.

Do not misunderstand me. I know of one employer, usually kind, considerate, and loyal to his helpers, well along in years, who has a strong aversion for flashy clothing. Can you blame that man for giving preference, other things being equal, to the men who avoided the extreme in their raiment? He figured that the man who ignored his employer's desires in this minor respect could readily acquire the same habit of thought toward business policies and other things of far greater importance.

## A Man Among Men

By FRANKLIN H. COLLINS

**I**N THESE strenuous days of the twentieth century we find many types and races of men from the lowest tribes of savages in the heart of Africa to the races who have attained the highest point of civilization.

We always find men leaders among their people—men who are looked upon by the populace as the doers of deeds.

Some of these men are experts in their vocation such as music, art, literature, and science, while others are proficient in finance, statesmanship, military affairs, politics or business in general.

The man who takes advantage of opportunities is the man who succeeds.

"Success" is a strange word and may have many interpretations, because success holds a different meaning to different people. And that is well enough, for if every man was striving for the same end, all the world would be in a turmoil.

All men start their lives on the same level at birth and end on the same level at death. While their paths lead in many directions while living, life is guided by that which is controlled by the rule of the

universe. We, the people, must have a leader. The majority are followers.

Every people and race of ancient and modern life since the beginning has had a leader.

We often hear our popular men spoken of as men among men. But what are such men? Many different answers have been given to such a question because of the many ideas of people on existence and true living. To take the phrase at a glance, "Men among men," it would naturally signify all the men of the universe. But if followed out word for word, the expression would signify one particular class of men above their fellowmen in the world's activities.

They would understand and be in harmony with existing conditions.

The reason a man succeeds in any special vocation is because he understands and knows his own work in every detail far better than his competitors. We are all competitors one of another, in a certain sense.

A man should "keep office hours with his own soul."

# How One Woman Solves the High Cost of Living Problem : by Mrs. B. R. Buffham

*The problem of how to live, for a woman dependent upon her own efforts, has always been a vexed one. Today, it is even more difficult than ever, on account of the increased cost of living and the continued low rate of wages paid to women workers in nearly all fields. Here and there are women of stout hearts, tireless energy, and independent spirit, who have attacked the question with foresight and determination—and have solved it even more successfully than the average man. Such women are in a position to teach both men and women something about the practical principles of business building. For this reason, we have requested the writer of this article to tell us something about the way in which she has wrested prosperity from adversity and made herself a business and social force in her community. Mrs. Buffham is the successful manager of a ranch at Roswell, New Mexico, and Secretary of the Woman's Wild Life Protection Club of America. She is also a member of the Roswell Commercial Club, and active in pushing the growth, prosperity, and civic well being of that thriving town in the Southwest.—Editor's Note.*

FOR many years I lived fully up to my income of from one hundred and fifty to two hundred dollars a month. Then misfortune came, and everything was swept away.

I gathered together what little I could and built a small house on a bit of land, so that I should be certain of a roof over my head. Then I began to look around for some means of keeping the pantry shelves stocked.

About this time I saw an advertisement telling about how one could make a living upon five acres of land. I had known of some rare souls who had been able to make a living raising poultry. This gave me my idea, and I determined to make the attempt—and to win.

## Paying for Tuition by Experience

With what little money I had on hand, I bought a few hens, and started in. Eggs being what I wanted, I began to feed my birds all they would eat. They liked the feed and grew fat, but there were few eggs. Then I realized that I was working without knowledge of my chosen business.

After some study, I sold my fat hens for the table and bought a small pen of pure bred single comb white Leghorns. It took my three pretty hens a few days to get to feeling at home in their up-to-date hen-house. Then they began to lay. Day after day I found the three eggs in their nests. Getting some scrub fowls to do the sitting, I put under them every pure bred egg I got.

Meanwhile, I had started a garden on part of my land. Soon I had garden truck to sell at good prices. It was hard work, but it paid.

With the money, I bought every work I could get hold of on "Raising Poultry for Profit." I found nothing that would exactly fit the conditions in my part of the country. So, taking what I had learned from books, and what I had learned from experience, I worked out a system for my-



MRS. B. R. BUFFHAM



self. Taking an iron wash-tub, I put into it a quart of bran, a quart of clover meal, and a quart of kaffir corn. I mixed the stuff well, and told my hens to help themselves. At noon, I fed a mash of one-third alfalfa meal, one-third bran, and one-third shorts, scalded for an hour. At night I threw the hens a handful of corn.

I keep the houses clean, sprayed with lime wash and carbolic acid.

By these simple means, I have made the business pay.

For over six years, now, I have been living on the product of seventy-five hens. In all the laying contests of the world, I cannot find their equal.

I have never bred a hen until her second year, and try not to sell pullet eggs for hatching. But people throw their money at me. Then I try to explain that they had better pay more money and get eggs of stronger vitality.

#### Buying for Profit

I buy all supplies and feed from first hands, as far as possible. I discovered in New Orleans, at the French market, where I bought direct from the producers, that the butcher and the grocer were making a profit by buying from gardeners and breeders and selling to me—so I determined to get those profits for myself. I get out among the farmers with my horse and spring wagon, and pick up all the bargains I can find. This puts my costs at the lowest possible figure.

Just now, I am receiving many letters about the raising of pheasants, a very profitable "back to the soil" enterprise. It is a very profitable business, if rightly conducted. Pheasants at four dollars and a half a pair is easy money—even better than poultry.

#### "Back to the Soil" the Way of Escape

I have found that "back to the soil" is about the only way to escape the increased cost of living. By that I do not mean that I should advise any man or woman to leave city life, plow up one hundred acres of land, and raise fifteen bushels of wheat to the acre. Better take five or ten acres and raise thirty-five bushels to the acre by intensive cultivation, through better

knowledge. Let them use their own heads and some one else's hands.

The west is the easiest place to begin, as land is cheap.

The hardest disease and misfortune for the beginner to bear is homesickness. I had been surrounded by friends and luxuries, and I had to give them all up. But I like the life of freedom. During the hot summer months, I can get into a clean gingham suit, take my gun, fishing tackle, and dog, and go fishing. I can take a rest whenever I want to. No clerkship for me! I tried it once and have enough. No one can drive me to work when I don't want to work—or am unable. I can do my work and irrigate my small fields in the cool of the morning and evening, resting or enjoying the open air in the heat of the day.

My leisure time is taken up as promoter and secretary of the Woman's Wild Life Protection Club of America, saving for future generations the valuable animals and birds of our country.

"Back to the soil" means strong, healthy bodies, cheap, wholesome food, and independence. It is the nation's only hope.

Let educators show the people how to produce larger and better crops. Let the people who find industrial and financial conditions too hard for them get on small farms all over the country.

That will solve a great many of the problems of the high cost of living—if not all of them.

#### To "Prisoners of Chillon"

Let thy spirit fly,  
From thy prison wall,  
And roam where birds with each other vie,  
To sing sweetest. Let the call  
Of unexplored mountain wold,  
Beckon thee from thy dead past.  
Prison walls ne'er held the soul,  
Of him who was not content to stay.

Even so, no cell,  
Is need to hold, he  
Who despairs and feels not the heart swell  
Of patient courage. Let thy past be  
In the grave with thy dead, and prevail  
Not with the soulless clay. Rather  
Let thy past distress be the travail,  
Of a new birth, that shall mock thy jailer.



*Extracts from the Actual Correspondence between the Sales Manager of the Geo. F. Eberhard Company, San Francisco, and a Live Organisation of Business Builders*

### **How to Make Advertising Help Salesmen**

**I** AM enclosing photographs, one each of the new boards being built in and about San Francisco and suburban towns. These are the new boards that will gradually be built in accordance with the system of having boards radiating along the travel railroads from each of the big Pacific Coast trade centers, such as San Francisco, Los Angeles, Portland, Seattle, Spokane, and Salt Lake City.

It will take some time to complete this system, so don't promise that they will be along in front of every railway station that you stop at. Tell the very facts of the case.

We want you to follow the plan of reporting in the condition of these boards as you go over the territory in the usual way. The boards are numbered and we have records at this office so that if you will give us the nearest station with the number we can always locate the bulletin board.

This department deserves your interest. You should look upon every sign, and every bit of advertising that is maintained or that goes into your territory as though it were a friend of yours.

Each one of the painted railway bulletin board signs built in your territory or at the trade center of your territory, every sign placed in a store, every display you get on the dealer's counter, every sign in his window, or on his door is helping you sell goods.

It pays you to show up and talk the advertising department's work. Use as much care in placing the advertising before your prospective customer as you would in

placing the merit of the product or the service we endeavor to render.

Don't say, "Our products are advertised nationally and locally in the magazines, on bulletin boards, newspapers and the rest of it," and then ask the dealer if he has seen our stuff.

This may be an exaggerated way of putting it but we have heard talks almost as bad from salesmen who didn't appreciate the value of advertising in connection with his sales talk.

### **The Right Way to Do It**

Go to your dealer, showing your late proofs of our printed magazine and other advertising and be sure you study them so that you can explain how we are appealing to his customers.

Each advertisement is a finished sales talk. If you read them carefully you will find when you are showing your proofs and the photographs of our bulletin boards and the actual material for display in his store that you can interest him if you explain our reason for using each character of advertisement and also how we select and check each part of the work.

Then show the dealer how it pays to be connected directly with this advertising by displaying in a part of his store the various selling helps in the way of small signs, displays and fixtures that we furnish him.

Explain that it is the object of the advertising campaign to sell the product *through him* not *to him*, and that he can profit by co-operating and bringing the sales in his neighborhood to a conclusion in his store. It means added trade without cost to him,

to act for us in concluding the sales that we are developing among his customers by our advertising.

If this is all put before the dealer, using your knowledge of types and temperaments as to the words to use, it means that your customers will learn to have a kindly interest in all our advertising work, and incidentally the advertisement will help your customer sell himself every time he reads one.

### A Promise of Improvement

**Y**OURS of the 23d received. My hat is off to you when it comes to writing letters, which, one after another for months make a man feel way down inside, "that the only real answer is to go out and get a bunch of orders and send them in."

You know, regardless of what I may, at times, write to you, that I do not doubt your intentions at all times to help each salesman so far as it will really be to his own good and the general good of the business. My work will continue to improve.

### Two Letters from Salesmen Commenting on the Sales Manager's Philosophy

**W**HILE I have been offering no comment of late I have nevertheless been alive to the issues at stake and the means and selling helps placed at my disposal to attain them.

Mr. Eberhard has issued some forceful bulletins recently in which he strikes the nail squarely on the head and I, for one, appreciate that what he says is true.

There is absolutely no question but that if I or anyone else acted fully in accord with all we have learned and would do all we know we should do—that as salesmen we would be far above the average and our bank accounts would be ahead in the same ratio.

I know just what I should do to make myself the star salesman of the force, and the chances are that each of the others are equally well informed.

I know that health, enthusiasm, knowledge, energy, thoroughness and ambition are absolute requirements for success. There is a combination that does not permit of the omission of any one item for the man that

aspires to be a successful salesman. While a man may argue that he lacks some one of them and yet is successful, he can't show that he is as successful as he would be if he did not lack that one quality. Therefore he is not a success in the full sense of the word.

An ordinary boy can have health, energy and thoroughness; but lacking knowledge and ambition ever remain an ordinary boy; a man can have all qualifications but one and ever remain an ordinary man.

### The Combination of Qualities

As a little mental exercise—try to beat the combination. Leave out health. You may without health still have knowledge, ambition, thoroughness and even possibly enthusiasm—but lacking energy, which means health—where are you?

Leave out enthusiasm and you leave out a quality that nine out of ten salesmen never possess. And it's the enthusiasm of the tenth man that carries the dealer off his feet and cops the order that the other nine with their other five qualifications couldn't quite get.

Leave out knowledge; you might as well leave your head at the hotel.

Leave out energy; without it hours, weeks, and years are wasted.

Thoroughness is a volume in itself.

Ambition lacking and an ox cart would still be plying up and down Market street, and it's just possible some other few things around the country would be missing.

What's the answer? Well, write these six things on a card—carry it in our pockets—check up every day and any check up that shows 100 per cent is the day that you can truthfully say, "I did my best."

### Life is Good

"Oh, the breath of life is Good!

This sun and air I drink,

These hills I look upon,

These stars that quivering sink

Into the day that's gone,

They stir the laggard blood

With breath of Brotherhood!

And life, I say, is Good!

IS GOOD!"

# Brain Plus Grain—One Seed Thought on Advertising : *by* T. J. McLaughlin

**T**HAT wonderful aggregation of nervous matter, weighing less than four pounds has wrought some of the most important changes which have taken place in the world. I am speaking of the human brain.

To me the brain of man comes the nearest to a creative god of anything I know. Columbus' knowledge of geography, Newton's knowledge of gravitation and Herschel's knowledge of astronomy were all generated in that mass of matter known as the human brain.

Who can describe the operation of the brain in producing a thought? When the image of an object is in the eye, who knows exactly how that image affects the brain to produce sight? When something produces waves in the air, who will tell just how the waves affect the brain so as to produce what we call the sense of hearing.

Every invention is completed in the brain before it takes material form. Who, for instance, knows the operation of Howe's mind while constructing the sewing machine.

As an experiment write your thoughts upon one side of a sheet of paper, and also what occurred yesterday and the day before and all that occurs day after day. When the page is filled begin right back at the top of the same page and write over it again. This process cannot be kept up long before the page becomes a black spot, which can convey no idea.

This is not so with the human brain. There will be no blot there. The transactions of your life are written there clear and distinct—a perfect photograph of a life time. This is why the salesman of this day tells the truth—the whole truth—and nothing but the truth about the product he is trying to sell. He has studied human nature and especially the human mind.

We may refuse to seek for evidence, and by so doing prevent our minds from being impressed, but if we do seek and find evidence, just what impression will be made

upon our minds we can neither help nor avoid. If these words seem reasonable and logical to you, you cannot make them otherwise if you wanted to, and if they sound silly you cannot make them sound logical if you wanted to. Therefore you have to believe or disbelieve, whether you want to or not.

After you put a bit of quinine into your mouth no salesman under the sun could make you believe that quinine tasted like sugar or that sugar tasted like quinine.

After you get a good whiff of the offensive odor of a skunk, no amount of argument could ever make you believe that a skunk smelled like a rosebud or that a rosebud smelled like a skunk.

You say you have a right to disbelieve. I say it is not a question of right but one of can.

For instance, I have a right to believe that Cook discovered the North Pole, but I cannot. The evidence is not strong enough. On the other hand I have a right to believe that Peary went to the Pole in order to give some of our advertisers a talking point for their goods. In this I have evidence. If he did not, then a number of advertisers have lied.

A personal experience:

Some five years ago I bought a hat at one of our big stores. Now when I want something in that line I go to that store and ask for Mr. Jones. Why? Simply because he told me the truth. I generally have to wait because he is busy, which goes to prove that my case is not a singular one.

Hugh Chalmers tells us that salesmanship gives individual lessons while advertising conducts a public school, because a salesman is privileged to talk to but one person at a time, while the advertising man is a man who is talking to millions of people at one time.

Now if Mr. Jones were an advertising man and used his pen instead of tongue to persuade me to purchase that which he had to sell, and I did make the first purchase and it proved to be exactly what he represented it to be, it is reasonable to

suppose that I would come back again when on the market. So would you and the millions of others, which goes to prove that no amount of words will make you think quinine tastes like sugar, or a skunk smells like a rosebud.

Just imagine for the time being that this is a newspaper and these two advertisements are printed thereon:

**OUR ANNUAL CLEARANCE SALE**

\$1 Shirts Marked Down to 50c

Everything must be sold to make room for our summer goods.

Then on the same page something like this would greet your eye:

**OUR ANNUAL FAKE SALE**

\$1 Shirts Marked \$1

Everything must be sold in order to replenish our stock.

Now frankly, which one of these ads. ring true?

Obviously, the seed for thought is the only grain that will make an impression upon the brain, thus causing the mind to act according to the dictates of the conscience. There is but one way to do this and that is to strip your proposition of everything but the facts, negative and positive. That is all the public are interested in. They are the jury to decide your fate. And, after all is said and done they are the people who are to supply your bread and butter. Therefore, it is up to the advertiser to interest them through their point of view. The truth—the whole truth—and nothing but the truth is all that they want to know about any advertised project.

## The Right Use of Pictures in Advertising

By ARTHUR BERNARD FREEMAN

**N**O ONE denies the efficacy of imitating ideas or methods which others have found successful, and no one will call intelligent imitation bad business.

But most imitators, alas too often, instead of modifying or adding to an idea to fit their own proposition, adapt the whole thing bodily, with very deplorable results.

This error is very prevalent in almost every branch of business activity, but rarely more so than in the choice of pictures in advertising.

A scribe once said in all sincerity that "never so long as color, grace and charm have their wonderful hold upon a beauty loving race, and never while beautiful pictures continue to attract, delight the eye and rivet the attention, will they cease to be rich in advertising possibilities."

Here the scribe stopped, but the stoppage was fatal, as page after page of advertising today will indicate. Yet it seems this idea was enough for the great army of blind imitators, and they took it literally. Henceforth, pictures, no matter what the subject, so long as they be pretty and interesting, should be a prime factor in advertising copy.

It is interesting to contemplate what a vast amount of money might have been saved to advertisers, what a deal of worry might have been spared and what a better respect for advertising power might have been inspired if the scribe referred to had but gone a little further.

He said, "No matter how 'proof' a person may be against the deadly, dull presentation of plain, blunt business facts, the almost breathing beauty of a perfect picture strikes straight at the inborn love for the beautiful and clutches the imagination."

Well and good. But in a larger sense he might have told what an added force a fine picture can be in advertising if the imagination is clutched and the attention riveted in a manner directly connected with the article advertised.

And, on the other hand, he might have pointed out the fallacy of pictures which turned the imagination toward bears and pickaninnies while the text which followed tried to plead for breakfast foods, or pictures which made you think of chickens when the advertiser meant scouring soap.

Unless pictures in advertising have a very clear connection with the proposition

exploited, and unless they concentrate the imagination on some point akin to the advertising of which they are a part, their use not only means wasted space and wasted energy, but weakened copy as well.

The writer has in mind the advertisement of a well known physical culture expert, since retired, which was illustrated by a railroad train in full steam, possibly to suggest force and action. As his eye caught the illustration his thoughts reverted back to a very pleasant vacation trip recently taken and his imagination played sweetly upon the anticipation of other trips which a railroad train might suggest, while he found little time to analyze the expert's offer. In fact, the latter had been completely forgotten.

This point is too clear to require comment. How much more receptive the reader would have been if his imagination had been stirred in the right vein.

There seems to be a serious mania for pictures of pretty girls in advertising appealing to men, and while admitting all of man's susceptibilities, it does seem that such

illustration has a tendency to detract from the copy rather than add to its efficiency.

Calendars and other good media are turned out annually by the billion, beautiful things to look upon, classic works of art, but their variance with the articles advertised seems deplorable. Banks send out pictures of beautiful horses, dry goods stores show Dutch windmills and the corner grocer presents us with the "Last of the Mohicans."

We do hang these pictures in our homes, and while it is true that the sender's name goes with them, how much stronger the impression might be if there were some happy connecting link between the two, some touch of kin, however delicate.

Every business, it matters not how prosaic or how technical it may be, is rich in illustrative possibilities, and the time is near at hand when, before an advertiser accepts a picture for his advertising, he will first—and last—ask himself: "Does this picture call to mind what I am trying so hard to say in the copy that is to go with it."

## The Idle Hours

By MILTON BEJACH, in the *McCaskey Bulletin*

**Y**OU'VE heard the use, intelligent use, mind you, of every hour, preached since you were a schoolboy. Signs like "Do it now," stare you in the face in every office, every store, and in some street cars.

And still you—and I—let's say "we," waste our hours.

Ever think about what you could do in your idle hours? A certain worldwide fraternity, more ancient than Rome, instructs its initiates to spend one third of the day in labor, one third in service to God and man and the other in refreshment and sleep. You will notice that eight hours are to be spent in service to God and Man. "Man" takes in yourself. The noblest work you can do is to make yourself better. I'm not speaking from a spiritual standpoint, but rather from an intellectual one.

I once knew a reporter who learned Spanish between the hours of one and three

in the morning, when he was on the "dog watch" at police headquarters. He used his Spanish later on; when the war with Spain began he went to Cuba as a representative of the biggest news gathering agency in the world.

Another reporter studied law across the table from the man who was learning Spanish. This man is now city solicitor of an Ohio city.

The point is, what are you doing with your idle hours?

I'm not going to ask you to write daily reports for the benefit of the advertising department. I merely suggest that you spend a few of your idle hours in studying approaches and closing arguments. The man who wins the battle is the man who plans.

When do you do your planning?

When will you begin?

# Some Qualities and Methods of an Efficient Sales Manager : *by* George H. Eberhard

*Read Before the Convention of The National Sales Managers' Association, Chicago, Illinois, August, 1910*

THE subject assigned to me by your president, "Should the sales manager apply himself to his salesmen or should the sales manager be a model for his salesmen," is answered from my experience and analysis as follows:

"The sales manager who desires to get the best out of his salesmen should both apply himself to them and serve as a model for them in every way possible."

The sales manager should above all things be a man who has had actual and extended selling experience. He should be one who has made good mentally, morally and physically while doing actual sales work.

I am of the opinion that the sales manager is the deciding factor in the high or low efficiency of each unit in a sales force. In other words the salesmen cannot get away from his directing influence. They will become more efficient or their efficiency will decline in proportion to the strength or weakness of the sales manager's personality and ability.

## **Experience Needed for Sales Management**

The sales manager should have road experience—not necessarily the largest sales record. It takes more to make a sales manager than a record of selling a large amount of goods in a given period or to a given customer.

The sales manager who has had actual and extended road experience can get closer to his salesmen and they will feel closer to him. They will have confidence that is lacking when they know their chief has not worked as they are working.

If added to this sales experience, he has first hand knowledge of at least part of the salesman's territory and trade, providing the sales manager is square mentally and morally and physically sound, he has half the battle won. It is not essential that he should try to be a model from a sales viewpoint after he has reached the

high position, although part of his time should be spent each year going over different territories and doing some actual selling work to keep in first hand touch with the situation as it is not as it was.

If in addition to serving as a model that his salesmen know, believe in and respect, he is given the authority and the opportunity by the firm to apply himself to his salesmen and their interests, he will be a success.

A sales manager, in applying himself to his salesmen, must use tact and diplomacy in his individual talks and letters to his salesmen, not overlooking the fact that there are always a few salesmen that have a disposition to doubt or question statements of their leader and are always ready to call together their fellow salesmen in little cabals—not necessarily for intrigue or for an ulterior purpose but to talk things over, compare notes and generally discuss things said or written to them by the sales manager.

## **Holding the Confidence of the Men**

To hold the entire confidence of each individual and prevent the sowing of seeds of discontent is where the exercise of diplomacy and tact comes in. The best disposed salesman is liable to have his off days and it is then that he is awake to every opportunity to compare notes with his associates. Then any little apparent discrepancy or deviation from the exact facts is dug up and made ground for gossip. The result is often a lack of interest in the business and confidence in the sales manager. This will happen even when he has been perfectly truthful in his reports and remarks. Such misunderstandings destroy the highest efficiency in the sales force—a large part of which is the result of helpful interest and suggestion.

These discussions among salesmen are not confined to moments of personal intercourse. The opportunity also presents itself through a more or less regular corre-

spondence which is usually kept up among the members of the sales force, especially a few of the most friendly. While a sales manager<sup>1</sup> should have no unjust suspicion against his salesmen, it is the part of the wise one to be prepared for just such a condition.

When the sales manager is tactful and has to face a condition of this kind, then his judgment will usually tell him that it would be the exercise of diplomacy to weed out the disturbing element.

The time is here when the sales director will have charge of both the sales and advertising departments in large organizations. This will overcome a great weakness in the present work of most sales managers. This weakness is the tendency of the heads of firms to pass to them work not directly connected with his problem of making each salesman a growing, efficient, result producing unit in the sales force.

#### He Should Represent His Men as Well as the House

To get the "limit" out of each salesman in a sales force calls for sincere co-operation with each salesman on the part of the sales manager, a proper distribution of territory, the right handling of his orders, reports and correspondence, the prompt posting on prices, credits, complaints, mail orders and other matters that transpire in his territory.

The friendship of the sales manager for his salesmen and their interests should be fostered by the firm.

If the sales manager is a sound, clean, efficient model and a man capable and willing to apply himself to his men, he should be kept from being forced to fight his men for the house.

A salesman's service should either be satisfactory or not, making of course, due allowance for human frailties, and if the salesman is working for the firm he should, if possible, be made to feel right toward the firm all the time.

#### How to Hold Good Friends

By Glenwood S. Buck

**T**HERE is a man of my acquaintance—a printer and a good one too—who is far famed as a "jollier." But this term is really not applicable. He has many friends because he finds many things to

like in many people. Like a ray of sunshine, his happy optimism penetrates into the dark corners, and finds there real nuggets of gold, which others had mistaken for lumps of dry earth.

"My mother taught me never to be ashamed of expressing my best thought," said he at luncheon the other day. "I was made to see, early in life, that I should really be ashamed of all vicious, unprofitable thought, but never of that which discovered good things in the heart of a friend."

Our modes of thought are channels of habit. Good thoughts are as easy to think as bad ones. High thoughts are more profitable and pleasurable than commonplace ones. The direction of our thought channels determines our best thought. This good printer has good friends because he holds good thoughts concerning them.

#### The Soul of Man

**A**LL goes to show that the soul in man is not an organ, but animates and exercises all the organs; is not a function, like the power of memory, of calculation, of comparison, but uses these as hands and feet; is not a faculty, but a light; is not the intellect or the will, but the master of the intellect and the will; is the background of our being, in which they lie—an immensity not possessed and that cannot be possessed. From within or from behind, a light shines through us upon things and makes us aware that we are nothing, but the light is all. What we commonly call man, the eating, drinking, planning, counting man, does not, as we know him, represent himself, but misrepresents himself. Him we do not respect, but the soul, whose organ he is, would he let it appear through his action, would make our knees bend. When it breathes through his intellect, it is genius; when it breathes through his will, it is virtue; when it flows through his affection, it is love. And the blindness of the intellect begins when it would be something of itself. The weakness of the will begins when the individual would be something of himself. All reform aims in some one particular to let the soul have its way through us; in other words, to engage us to obey.—*Emerson.*



# The Mental Basis of Physical Health and Vital Power : *by* H. Lindlahr, M. D., D. O.

**T**HE new psychology teaches us that the lower principles in man stand or should stand under the dominion of the higher.

The physical body with its material elements is dominated and guided by the mind. The mind is inspired through the inner consciousness which is an attribute of the soul.

Wherever this natural order is reversed there is discord and disease. Too many people think and act as though the physical body was all in all; as though it was the only thing worth caring for and thinking about. They exaggerate the importance of the physical and become its abject slaves.

The physical body is the lowest and least intelligent of the different principles making up the human entity. Yet people allow their minds and their souls to become dominated and terrified by the sensations of the physical body. When the servants in the house control and terrify the master, when the master becomes their slave and they can do with him as they please, there cannot be order and harmony in that house.

We must expect the same results when the lower principles in man lord it over the higher.

## Physical Results of Negative Thoughts and Feelings

When physical weakness, pain and sickness fill the mind with fear and dismay, reason becomes clouded, the will atrophied and self control is lost. Fear and worry contract the blood vessels, the nerves, and the other channels through which the life forces are conveyed from the innermost source of life to the physical body. The flow of life currents is impeded and diminished. Such are the actual physical effects of fear and anxiety.

The dismay and confusion in the mind are telegraphically conveyed over the nerve strands to every cell in the body, and as a result these little workers and soldiers

become panic stricken and incapable of rightly performing their manifold duties.

The health of the human body as a whole depends upon the health of the billions of minute cells which compose it. These cells are so small that they have to be magnified a thousand times before we can see them. Yet they are independent living beings, which grow, assimilate food, multiply and die, like the big cell, man.

These little cells are congregated in communities which form the organs and tissues of the body, and in these communities they carry on the complicated work of citizens living in a large city. Some are carriers, bringing food materials into the body. Others carry waste and morbid matter out of the body. Other cells manufacture chemical substances for the production of which men need complicated factories. Still others act as policemen and soldiers which protect the commonwealth against the invasion of bacteria, parasites and other hostile invaders.

The marvelous work performed by these little organisms and many things we have observed in the dissecting room and under the microscope strongly indicate that these cells are endowed with some sort of individual intelligence. They do their work without our aid or conscious volition. But still they are greatly influenced by the varying conditions of the mind. While their activities seem to be controlled through the sympathetic nervous system, they stand in telegraphic communication with the headquarters in the brain, and every impulse of the mind is conveyed to them.

If the health of these little citizens is good the whole community prospers. If they are sick the entire organism suffers.

## The Body a Vast Army, the Mind its Commander

The cell system of the body resembles a vast army. The mind is the general at the head of it. The cells are the soldiers,

divided into different groups for special work. Much of the work of the army is done automatically, through the different well established departments, as the commissary, the hospital service, the scouts and pickets. These departments correspond to the sympathetic nervous system in the body. Though the life and the work of the army is so well regulated that it seems automatic; nevertheless, much depends on the mind of the commander.

The vital processes of the body, digestion, assimilation, elimination, respiration, circulation, etc., are carried on, awake or asleep, without our volition. These involuntary processes are impelled through the sympathetic nervous system, while the voluntary functions of the body are executed through the motor nervous system. But the division is not a sharp one, and the functions of the two departments overlap.

The sympathetic nervous system corresponds to the commissary department of the army, which attends to the physical welfare of the soldiers; while the motor nervous system, with headquarters in the brain, corresponds to the commander with his executive staff, the nerve ganglia in the spinal cord and other parts of the body being the subordinate officers in the field.

While the physical welfare of the army depends upon the almost automatic work of its organization, its mind and soul is the man commanding it. He determines the spirit, the energy and the efficiency of the vast organization. If the commander-in-chief lacks insight, energy and determination, the discipline of the army will be lax, and its efficiency impaired. If the commander be a craven without faith in himself and in his cause, his lack of courage, his doubt and indecision will communicate themselves to the whole army, resulting in discouragement and defeat.

The great generals have been those who were possessed of absolute confidence in themselves and in the efficiency of their army; who in the face of gravest dangers and discouraging situations, with dogged courage and determination pressed on to the predetermined goal. Courage and pertinacity of this kind create the magnetic power which imparts itself to every soldier in the army and makes him a willing slave,

even unto death, to the will of his commander.

#### One of Napoleon's Greatest Deeds

When the pest was invading Napoleon's army, that great general entered the hospitals where the victims of the plague were lying, and conversed with them and touched their bodies. He did this to overcome the fear in the hearts of his soldiers, and thus to protect them against the dread enemy. He said, "A man whose will can conquer the world can conquer the plague." To my mind, this was one of the greatest things the Corsican ever did.

At a time when the new psychology was unknown, the genius of this man had grasped its principles and was making them factors in his apparent success. We say "apparent," because, while we admire his genius, we detest the ends to which he applied his wonderful powers.

Many a time when the battle seemed lost, Napoleon went to the front where danger was thickest, and by the mere sight of him the hard pressed soldiers under his command were inspired to superhuman efforts and final victory. As long as the glamour of invincibility surrounded him, he was invincible, because he inspired his soldiers with a faith and courage which nothing could overcome. But when the cunning of the Russian broke his power and decimated his ranks on the ice-bound steppes, the hypnotic spell was broken, and friends and enemies alike recognized that, after all, he was but a man, subject to chance and circumstance; and from that time on he was vulnerable and suffered defeat after defeat.

#### How it Works Out

The power of the mind over the physical body and its involuntary functions, which are regulated through the sympathetic nervous system, is best illustrated by the demonstrated facts of hypnotism. Through the exertion of his imagination and his will power the hypnotist can so dominate the brain, and through the brain the body of his subject, as to influence profoundly, not only the sensory functions, but also the heart action and respiration. By the power of his will the hypnotist can retard or accelerate the pulse and respiration.

Some are strong enough to subdue the heart beat so that it becomes hardly perceptible.

If it is possible thus to control by the power of will the vital functions in the body of another person, how much easier must it be to control these functions in our own bodies. Herein lies the domain and the work of mental therapeutics.

Through the power of a vivid imagination and of a strong will we can learn to dominate and direct the vital activities and the life currents in our bodies so that they do their work intelligently and serenely even under the stress of danger or of sickness. We can, by the power of will, direct the vital currents to those parts of our bodies which need them most and we can relieve congested parts by equalizing the circulation all over the body and thus drawing away from the surplus of blood and nerve currents.

We must be careful, however, to use our higher powers in conformity with nature's intent; that is, we must not endeavor to suppress nature's healing and cleansing efforts. These may be suppressed by the power of will as well as by ice bags and drugs.

Mentally and emotionally, as well as physically, we must work with nature, not against her. When we understand the fundamental laws of disease and cure we cannot very well do otherwise.

#### **Mental Power Should not be Used to Suppress Symptoms**

To illustrate: Suppose you have "caught a severe cold" affecting the lungs. You become frightened lest the "cold" turn into pneumonia or consumption. You picture to yourself in darkest colors the dreadful symptoms of these diseases. These confused and destructive thought vibrations are conveyed instantaneously to the millions of little soldiers fighting your battle in the bronchi and lungs. They also become panic stricken, confused and paralyzed. Is it to be wondered at if you actualize in your lungs the destructive thought pictures in your mind?

On the other hand you should not employ your intelligence and your will power to suppress the mucous excretions, the coughing and the expectoration. This

would only serve to turn nature's acute cleansing efforts into chronic disease.

Understanding the laws of disease and cure on the physical, mental and spiritual planes of being, you would not become alarmed nor convey alarm to the millions of cells battling in the inflamed parts. You would speak to them like a commander addressing his troops:

"We have perfect confidence in nature's wisdom and in the efficiency of her healing forces. This is merely a good spring house cleaning. You are eliminating the morbid matter accumulated during the cold winter months. Rejoice over the purification and regeneration now taking place in the affected parts and benefiting the whole body. Fear not. Attend to your work quietly and serenely. Open yourselves wide to the inflow of life from the source of all life in the innermost parts of your being. The life in you is the life of God. You are strengthened by the divine life and power which animate the universe."

The serenity of your mind, backed by absolute trust and by the power of a strong will, will infuse the cells with new life and vigor and enable them to turn the "acute disease" into a beneficial cleansing and healing crisis.

### **A Good Business Creed**

**THE FOLLOWING** creed of the Charles H. Brown Paint Company is good enough for general adoption in business institutions everywhere:

*We believe* in our organization, every man from the digger up, and in our ability to get results.

*We believe* that honest goods can be sold by honest methods.

*We believe* in working, not waiting; in laughing, not crying; in boosting, not knocking; and in the pleasure of doing business.

*We believe* that a man gets what he goes after; and that no man is down and out until he has lost faith in himself.

*We believe* in a square deal, in kindness, in generosity, in good cheer, in friendship and honest competition.

*We believe* in expanding our business and the way to do it is to *hustle* for it.



**H**ARCLIFFE is in the mail order business. No, he isn't one of the big fellows that cover several city blocks with one of his buildings. Nor is he one of the little hole-and-corner chaps, conducting a mail order business from a three-dollar-and-a-half near-oak desk. He is marketing a limited line of specialties

*Harcliffe  
and His  
Employees*

from an airy, comfortable suite of offices in one of the many office buildings in Chicago. He is sole proprietor and general manager of the concern, employing about a hundred clerks and stenographers to help him get rich.

Oh yes, Harcliffe is getting rich! His specialties are high-grade goods that sell to people of comparative affluence, and there is a good profit in them. By selling only by mail, he has reduced market expense to a minimum. And he has a large and growing business.

Now that last is the puzzle.

I know something about Harcliffe's lines—have met specialty men selling them on the road. And I know that it takes a first-class salesman to make anything selling the stuff. He has to be a man of discernment, so that he can fit the particular thing sold to the character of the customer, or there is bound to be dismal doings. So it looked like hunting for trouble with bloodhounds for a man to try to do it by mail.

**Easy When You Know How**

Harcliffe is a keen, clean, likeable fellow, strictly business but with social qualities that draw me to a lunch table with him every time I visit Chicago. Of course, being an inquisitive person, I just simply had to ask him how he had made the thing go.

"Easiest thing in the world," he said, "Once you get the secret of it. And after all, it is the true secret of success in any line of business."

"Cut the copy-book mottoes, 'Cliffe," I begged. "Just take it for granted that I have heard all about the square deal and all that, and that I fully accept it. Tell me the real reason."

"I was on the point of telling you when you butted in," he replied. "Now listen, it may sound like platitude, but the secret of my success is the efficiency of my organization."

"Oh, come off," I scoffed, "didn't Deelow & Hertson have an efficient organization, handling these lines of yours through men on the road? And didn't they have to give it up because they couldn't make it pay? You can confide in me, 'Cliffe. I'll never tackle so ticklish a proposition."

"That's right where you are mistaken, Mort," he came back. "The reason why the Deelow & Hertson people had to drop the lines was because they didn't have an organization that could give satisfactory service. Tried hard enough, but they didn't know how. They were all the time breaking in new men, and the greenhorns made lots of mistakes that got the house in bad with its customers."

"Tell me," I pleaded, "what is the way to get together an efficient organization?"

**How to Build an Efficient  
Organization**

"Well, that also is simple when you know how. First of all, you have to determine just what you have to do with your organization. The next thing is to decide how you are going to do it. Then figure out just what kind of an organization you want to carry out those plans. I had

settled with myself just exactly what type and temperament of person I wanted for every job in my place before I hired even an office boy."

"How did you get the people to fit your ideals?" That seems to me the hardest thing of all."

"Well, in the first place, I wasn't looking for any ready-made material. I was willing to take inexperienced help if they measured up to my standards in natural qualifications. I preferred to train them myself. The schools don't train their pupils for business—the teachers know nothing about business, as a general rule. And the training most employes get in the average business institution is such a hit-or-miss process that there is about ninety-eight per cent of inefficiency to two per cent of efficiency. So I advertised for help, 'experience unnecessary,' and looked out for the types and temperaments I wanted. Always, during this sifting process I had in mind the compatibility of those whom I intended to work together. In every department, the employes were temperamentally suited to the foreman or forelady, and to one another. Then I began their education. In addition to teaching them the routine of their work, I organized them into a class for the study of scientific development of their intellects, moral natures, will power, health and endurance, character analysis, logic, business psychology, and the laws and principles of business practice. By leading the class myself, I directed the work along lines that harmonized with my plan—also got into close touch with the individuals and helped each one according to his or her needs.

"That was five years ago, and, with the exception of two or three of the girls that have married, and those that I have added on account of growth, I have exactly the same force today that I had to start with."

#### Big Profits in High Priced Men

"But how do you hold them like that? I never saw an office force yet that wasn't as restless as a Hackney in fly-time—full of ambition and discontent. When I was in the office with Stanwood, people were always getting too big for their jobs and going elsewhere. Stanwood, as you know, is a splendid trainer of help. Other em-

ployers are always keen for someone who has had a couple of years in Stan's place. And so Stan has to let them go, because it wouldn't pay him to give them such salaries as they can get in the bigger places."

"Yes, and that is just where Stan is making his mistake. I made up my mind at the very beginning that no one could ever hire away one of my people by offering bigger wages. If, after I myself had trained the man, he couldn't earn more for me than he could for anyone else, then there was something wrong with my business methods."

"But you couldn't afford to pay a man ten thousand dollars a year in your little business. And yet you must have developed some of that kind of material."

"Oh, couldn't I? Let me tell you something. If ever you are so blessed as to connect with the services of a ten-thousand-dollar-a-year man, nab him, and nab him quick and with a death grip. That man will make you twenty thousand dollars a year."

"But I haven't anything I want such a high-priced beauty to do."

"Never mind! If he is a real ten-thousand-dollar man, he will find something to do—he'll start something. He'll extend and intensify your business, no matter what it is. Why, a ten-thousand-dollar man has made a fortune out of a peanut and popcorn stand before now. I am always tickled to death to raise an employe's wages to hold him. It always increases my profits."

"But don't other employers sometimes offer your people more than they are really worth?"

"Sure they do. And that fellow always returns—a chastened soul."

#### Whence Offenses Come

"But even high wages won't hold some people. They get miffed at imaginary grievances, want to try another line of work, want a change of climate, or any one of a thousand other causes."

"Your first head covers them all—only cut out the adjective. Grievances are often imaginary in the ordinary business institution, but where the relations between employer and employe are open, frank, and above-board—when the employe feels that

he will be given a fair and courteous hearing with his grievance, whether real or imaginary—all grievances are short-lived. My people are human, and subject to undue ideas of their own importance, jealousy, supersensitiveness, and greed. But I chose them in the first place so that a little friendly, easy, confidential talk would soon straighten them out. I know a sullen, back-biting, brooding, trouble-breeder by the shape of his head and his features. I didn't hire any of that kind. A truly loyal employe, who is enthusiastically interested in his work gets paid in money, not promises, for all that he does, and is in frank, friendly relationship with his employer, is usually contented and happy. He likes his work and has no desire to change for something else. A different climate does not interest him."

"But isn't it true that the bigger salaries men get, the more they want?"

"Sure it is. That's what keeps them progressing. But it's all right when you make them feel that you would much rather pay them five thousand dollars a year than three, when they earn it, and that the best place for them to advance is right in their own organization, their ambition works in your favor."

#### The Right Way to Hire New Help

"But what about the labor that is almost purely mechanical? Isn't there a limit to what one can earn in that? And don't people grow out of it?"

"Most assuredly. I never keep anyone doing that kind of work who has the ability and reliability to do anything better. And there is the logical place for my new timber. I have never hired anyone above the lowest grade from outside the organization. I develop them myself. As the business grows and expands, all the new material is taken in through the bottom—people chosen for their inherent fitness for higher positions."

#### The "New Blood" Fallacy

"But what about the popular idea that men from other institutions bring you new ideas, new methods, and fresh energy?"

"Mostly bosh! Rises from the fact that too many employers let themselves and their forces get into ruts. I am studying other institutions and their methods all the time. So are a number of my men and women. And I am perfecting my system and methods all the time. Everybody in the place understands that the excellency of this year is not good enough for next year. Everyone has caught the spirit of keen competition with their own past records. The worker in any position who makes a valuable suggestion is always commensurately rewarded. No, my business doesn't need any new blood. I never let the blood in it get impoverished and sluggish."

Well, right there I gave it up. No argument can upset a man who has plain common sense and successful experience on his side.

## Represent Your House

By E. N. FERDEN

I HAD occasion to call upon a certain firm quite often, and every time I went I marveled at the different quality of the office boy.

He was a regular boy, was Jimsie—not an old man in a small package. His English was a bit Boweryesque, and on one occasion I noticed an indigo patch beneath one eye. It never came from turning away wrath with soft answers.

But he was a jewel of a boy, just the same.

The moment a visitor entered that office he got attention from Jimsie. If there was

waiting to be done, he got a seat and a newspaper and a word to the effect that "Mr. Smith'll be wit ye in half-a-minute."

And if Mr. Smith's half-a-minute was a little prolonged, Jimsie would make an apparent investigation and return with the words, "Mr. Smith'll see yous purty quick now."

All day long Jimsie would hover about the visitors in the outer office as though they were his heaven-sent charge, lowering a blind to keep the sun off an old lady caller, fetching a glass of ice water for a crotchety old man.

I really believe that however violent a grievance a caller may have nursed, if he remained long enough under the soothing conciliatory influence of Jimsie before registering his complaint, he would forget what he came to kick about.

Never once did I see Jimsie drop his respectful mien, never once did he seem to forget the serious importance of his duties.

I chanced to go there near the close of a hot afternoon, and as my wait was long I noted that Jimsie had been bombarded with an assault of fool questions that would have rasped the patience of a saint, but Jimsie remained unruffled. Finally I asked him quietly:

"Jimsie, how in the name of all patience can you refrain from showing in some way that you consider them Darwinian dough-heads?"

Jimsie only smiled and said: "It'd be bad business for me to go off me nut—because ye see I represents de firm."

And he meant it. His little soul was as earnest as his words.

Right then and there I stopped to wonder how many of us are equally conscientious—how many of us stop to repress our tempers, to possess our souls in patience, to govern every little action with that thought in view, that whatever we do we continually "represent the firm."

It isn't all, that a salesman go out and take the required number of orders to keep him from getting fired. It isn't all, that we say "good morning" to a customer who comes into our place of business and thank him when he has bought.

We've a never-ending responsibility—that's even more than a man-to-man square deal with our employer—a faith to keep with the house whose name we carry on our business card.

"The house" is your house as long as you're on its pay roll.

Boost for it—in your actions as well as your words.

Regardless of political complexion, I've always admired the sentiment of the old time campaigner who said, in effect: "My party all the time; when it's right, I'll stick to it; when it's wrong, I'll stick by it tighter still, and help to right it."

And that's the way to feel toward the house that delivers the pay check.

Nobody on this side of the river Jordan ever had an ideal job.

No house was ever perfect.

But it's your house as long as you're with it.

Represent the firm.

## How Not to Live

By H. Lindlahr, D. O., M. D.

Most people have no time to discover how to live—they are too busy dying.

Their favorite mode of self-annihilation is progressive suicide in various forms. For the benefit of these busy ones we will give a choice selection of popular routes to premature decay and self-extinction.

Slave by day and worry by night; cudgel your brain how to beat your brother in the scramble for money and position. Just about the time you have scraped together a pile of useless stuff you will be sufficiently starved in body and mind so as to shuffle off this mortal coil without much trouble.

You can help matters nicely by bolting a ten-cent quick-lunch at noon, by sitting up until midnight with a cool bottle and a hot bird, or playing whist and poker into the wee, small hours of morning.

Some prefer suicide by the liquor, tobacco or morphine route.

Our sisters can facilitate the descent down the devil's slide most effectively by assiduous devotion to pink teas, matinees, bridge-whist, corsets, high heels and French novels.

Don't forget that the cook is special purveyor to his majesty, King Death. Let him tickle your paralyzed palate with highly spiced viands of various descriptions; with rich wines, tea, coffee and condiments, Worcestershire sauce and chop-suey.

Mentally steep yourself thoroughly in envy, anger, impatience, petty selfishness and self-pity.

When the delicate mechanism of your body under these corroding influences begins to squeak with aches and pains then fill your already poisoned system with noxious drug poisons. It's nearly certain death.

But—

If you wish to live, enjoy life, and prosper, take the road leading in the opposite direction.

# Our Christmas Present to You

## Ten Per Cent Discount on all Books

**A**RE you looking for just the right Christmas present for someone? Perhaps you are an employer, looking for presents that will express your appreciation of their loyal services to your employes, and at that same time, provide them with something that will be of more than temporary value.

¶ There is no more appropriate present, under any and all circumstances, than a good book.

¶ Most of you who read this advertisement have learned from past experience that we are able to serve you well with books that will live and grow in value as time passes—our man building and business building books.

¶ As a rule, our prices are fixed. Our books are standard, and worth all we ask for them. But our Christmas present to you this year will be a *ten per cent discount on all books* listed on the last three advertising pages of this magazine and in our catalog—provided the order reaches us not later than the tenth of December.

---

***Order Early—There is Always a Big Rush  
in Our Book Department in December***

---

**Sheldon University Press**  
LIBERTYVILLE, ILLINOIS

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"



# SUCCESS-POWERS

FOR YOU IN

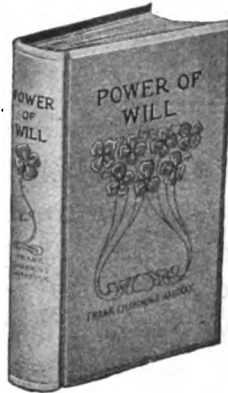
## "Power of Will" tells you

The Law of Great Thinking.  
The Four Factors on which great thinking depends.  
How to develop analytical power.  
How to think "all around" any subject.  
How to throw the mind into deliberate, controlled, productive thinking.  
Detailed directions for Perfect Mind Concentration.  
How to acquire the power of Consecutive Thinking, Reasoning, Analysis.  
How to make any topic yield ideas, instructions, material, for essays, speeches, compositions, descriptions.  
How to acquire the skill of Creative Writing.  
How to guard against errors in Thought.  
How to make the Will supreme in the Mental Realm.  
How to drive from the mind all unwelcome thoughts.  
How to follow any line of thought with keen, concentrated power.  
How to develop Reasoning Power.  
How to handle the mind in Creative Thinking.  
The secret of Building Mind Power.  
How the Will is made to act.  
How to test your Will.  
How a Strong Will is Master of Body.  
What creates Human Power.  
The Six Principles of Will-training.  
Definite Methods for developing Will.  
The Seven Ways that Moral development builds Will-Power.  
How to develop to a high degree the Mental Moods of Interest, Feeling, Energy, Permission, Decision, Continuity, Understanding, Reason.  
The Six Crown Principles for multiplying Will-Power.  
The NINETY-NINE STAR METHODS for using Will-Power in the Conduct of Life.  
The Seven Great Principles of drill in Mental, Physical, Personal power.  
The FIFTY-ONE MAXIMS for Applied power of Perception, Memory, Imagination, Self Analysis, Control.  
How to make the Eye a great power in Influence and Observation.  
How to develop a strong keen gaze.  
How to make the Eye yield values in Mind-Power.  
How to concentrate the eye upon what is before you—object, person, printed page, work.  
How to school the eye for power in business, society, public.  
How to force Will into the eye.  
How to cultivate a bright, attracting, intelligent eye expression.  
How to become aware of Nerve Action.  
How to keep the body well-poised.  
How to open the Mind and Body for reception of incoming power.  
How to exercise the nerves.  
How to throw off the mood of Worry.  
Affirmation of Supreme Well-being.  
How to overcome the tyranny of the Nervous system.  
How to secure steady nerves.  
How to keep the body quiet, controlled, conserved in power, eliminating all nerve-force destroying habits.  
How to train the great executive servant of the Mind—the Hand.  
How to maintain the Central Factors of Body health.  
The First, Second and Third difficulties in Mastering Harmful Habits.  
The Law of Will-Power in Habits.  
The Mental Law of Habit Cure.

## "POWER OF WILL"

By FRANK CHANNING HADDOCK, Ph. D.

This great Training-System builds



Power of  
MIND  
WILL  
CULTURE  
MAGNETISM  
INTELLECT  
INFLUENCE  
LEADERSHIP  
MASTERY  
FINANCIAL  
ABILITY

Makes Masterful Men and Queenly Women.  
Contains a vast amount of Direct Personal Instruction. Its hundreds of fascinating pages are crowded with the diamond-value discoveries of 18 years research by a keen scholar-philosopher-scientist. It tells in clear, pointed, easily understood language exactly what to do and HOW TO DO THAT for multiplied Success-Powers. Its instructions will make you a leader in any Business, Art, Profession, Society. Claimed by authorities "the most searching study of psycho-physical man in print." Read the very brief analysis given here and answer: "Can I afford to be without this lifetime Manual and Guide to Business, Financial, Personal, Social Success?"

**Price \$3.00 Postpaid.**

A noble volume, 400 pages, gilt top, choice paper and printing, 28 chap., 30 original power poems. Superbly bound in royal purple rib-silk, size 6x9. "Edition Royale" now ready. Delivered anywhere on earth. Order your copy at once.

So extremely good that I will buy the book back from anyone who will part with it inside five days — from receipt.

Descriptive booklet "SECRETS OF SUCCESS" mailed to anyone not already convinced of the NECESSITY of owning this Peerless Guidebook.

Tear this page out, write your name and address on the bottom, enclose remittance and mail immediately to

**Albert Lewis Helton,**

Associate Manager: POWER-BOOK LIBRARY,

Meriden, Conn., U. S. A.

## "Power of Will" teaches you

The Seven Laws for ridding yourself of Profane Speaking.  
The Fifteen Star Methods for mastering Anger and Irritability.  
What the Psycho-Physical cause of the Drink Habit is.  
Nine long demonstrated regimes for mastering this curse (Rare Value).  
How to overcome embarrassing Hesitation of Speech.  
How to develop a direct, forceful, effective style of talking in business, society, anywhere.  
How to eliminate Mind-wandering.  
How to hold the mind closely upon any desired line of thought.  
How to speak tersely, emphatically, and think ahead for best expression.  
How to school yourself against Thoughtlessness.  
How to overcome Indecision.  
How to develop abundance of Thought.  
The Principles of Memory.  
How to throw Attention and Energy into Memory culture.  
The Psychological Principles for memorizing words, sentences, anything.  
The Inner Law of Memory.  
The Star Method for remembering the substance of any book.  
How to plan ahead in your career through the great Pioneer Power-IMAGINATION.  
How to plan conduct so as to avoid former mistakes of Thought, Action.  
How to make the imagination fill the mind with Life, Action, Energy, Beauty, scenes of Pleasure, Profit.  
How to work the Imagination for discovery and invention.  
How to improve mechanical devices.  
How to create and build new devices.  
How to make Imagination create for Literary Ability.  
How to make Imagination suggest improvements in business, the home, your environment, conduct.  
How to look into the Workshop of the Mind — and give ideas and thoughts Practical Creation.  
How to cure diseased Imagination.  
How to banish unhealthy mind states.  
How to banish fear of Men, Ill Luck, Death, Hell, Misfortune.  
How to arrive at best decisions.  
How to use the power of deliberation.  
What Francis Bacon said you must do to work (influence) any man.  
The First Principle for success in contact with others.  
The Mental Attitude you must hold to impress people.  
The Secret of Control of Others.  
How permanent Influence over others is secured.  
The Best Rule in the Control of Others.  
The FIFTY-FOUR MASTER RULES in the control of others.  
The chief difficulty of Public Speaking.  
How to use the Skill-Art of Influence before any audience.  
How to acquire Thought, Develop Language, Exercise Expression.  
How to be instructive, impressive, pointed, effective, clear.  
How to overcome stage fright and embarrassment.  
How to secure poise, power, persuasive ability.  
How to handle eyes, voice, body.  
How to deeply impress the audience.  
A scientific treatise with hundreds of rules for training the child's will.

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# GET TOGETHER PAGE

In this page our subscribers will have the *free use* of a four line space for one insertion. In this space they may advertise themselves for sale or may advertise for the services of some one else. Others—not subscribers to THE BUSINESS PHILOSOPHER—will be obliged to pay 25 cents per line for classified ads. In sending in your ads you should figure seven words to the line so that there will be no trouble over the insertion.

**WANTED — COSMOPOLITAN MAGAZINE RE-**quires the services of a representative in all localities to look after subscription renewals and to extend circulation by special methods which have proved unusually successful. Salary and commission. Previous experience desirable but not essential. Whole time or spare time. Address, with references, H. C. Campbell, Cosmopolitan Magazine, 1789 Broadway, New York City.

**SALESMEN WANTED—LARGE MANUFACTUR-**ing company desire four experienced salesmen, age not exceeding thirty-five; salary, twenty dollars per week and expenses. Booster, care Sheldon University Press.

**START AN EASY AND LUCRATIVE BUSINESS.**

We teach you how to establish a successful collection business and refer business to you. No capital required. Little competition. Rare opportunities. Write for Free Pointers today. American Collection Service, 165 State St., Detroit, Mich.

**YOUNG SHELDON MAN DESIRES TO REPRESENT** manufacturer of motor buggy or runabout, in Kentucky territory. Best of references and bond furnished if desired. S. H. Shaw, Pleasureville, Ky. F

**WANTED—AGENTS TO TAKE SUBSCRIPTIONS** to *THE BACKBONE MONTHLY*—"a serum against softening of the moral spine"—a magazine so different, both editorially and typographically. Show a sample copy and there's a sale on the spot. Agents are making money with *THE BACKBONE MONTHLY*. Come on in! Sample copies, terms and blanks on request. The Backbone Society, 144 Fox St., Aurora, Illinois.

**LOCAL REPRESENTATIVE WANTED—SPLENDID** income assured right man to act as our representative after learning our business thoroughly by mail. Former experience unnecessary. All we require is honesty, ability, ambition and willingness to learn a lucrative business. No soliciting or traveling. This is an exceptional opportunity for a man in your section to get into a big-paying business without capital and become independent for life. Write at once for full particulars. Address E. R. Marden, Pres. The Nat'l Co-op. Real Estate Co., Suite 494 Marden Bldg., Washington, D. C.

**FOUR SPECIALTY SALESMEN, ONE DISTRICT** manager, one state manager will be placed within ninety days. Business more than doubles yearly. Address J. H. Mears, 22 Michigan St., Chicago. F

**SHELDON STUDENT NOW ENGAGED IN BANK-**ing business wants a position as traveling salesman. Some staple article with Philadelphia or New York firm preferred. Reasonable but living salary. Address J. G. McLoughlin, 127 Highland Ave., Chestnut Hill, Philadelphia, Penn. F

**WE HAVE AN OPENING FOR A BRIGHT, ENER-**getic young man who has some knowledge of advertising, for the purpose of using him as a traveling salesman, covering one or two of the southern states, selling advertising novelties, printing, etc. It is a good opportunity for a bright young man to advance himself if he makes good, and there is no doubt that we can make him do it, if he applies himself. Address Commercial, care Sheldon University Press, Libertyville, Ill.

**WANTED—SALESMAN FOR FIVE-ACRE TRACTS** of fine fruit land underlaid with fifteen feet high grade coal; installment plan; greatest value ever offered investors; easy to interest people; liberal commission to producers. Get proof and prospectus. W. P. Records, Lawton, Oklahoma.

**SALESMAN — EXPERIENCED IN PLUMBING,** steam and hot water heating lines, and specialties, wants exclusive territory in Texas, representing factories or jobbers handling these lines and selling the trade only. If you want to increase your sales, I am the man; 34 years old, married, in good health and a hustler. First class references. Address B. I. T., care Sheldon University Press.

**AGENTS MAKE BIG MONEY SELLING OUR** new gold letters for office windows, store fronts, and glass signs. Anyone can put them on. Write today for free sample and full particulars. Metallic Sign Letter Co., 431 N. Clark St., Chicago.

**WANTED—ENERGETIC, HONEST, TEMPERATE** specialty salesman. Two to ten thousand per year. No salary hunting order takers need apply. References and bond necessary. Call or write at once, Commercial Register Company, Buffalo, N. Y.

## !!!! SUCCESSFUL SIGN SALESMAN !!!!

Large Exclusive SIGN Manufacturer, selling to large manufacturers only, will entertain earnest application from man with Advertising or Sales Ability. High class, quantity proposition, no canvassing. R. quite go-d, capable man. Exclusive territory. Strong co-operation, extensive advertising campaign. Write stating EXPERIENCE. INTERNATIONAL SIGN & LETTER CO., CLEVELAND, OHIO.

**A**N ILLINOIS corporation located in Chicago, manufacturing and jobbing a line of staple novelties has for ten years successfully sold its product by mail to clothiers and furnishers. The owner is now increasing the line, has abundant capital but wants a few good, reliable salesmen to become interested and sell the goods. They may take stock, if they desire. Arrangements to become effective January next. Young men desiring connections where immediate financial advantage will accrue, and where they may acquire substantial interest, if they so desire, please address, BUSINESS PHILOSOPHER, LIBERTYVILLE, ILLINOIS.

## Situation Wanted as Advertising Manager

**A**DVERTISING man, wide executive experience, would like to connect with manufacturing concern or commercial house as advertising manager. Especially qualified for producing all kinds of business literature—catalogues, follow-up systems, sales promotion plans. Have conducted successful campaigns for large national advertisers and can furnish references showing that I have made good. Engaged at present but will be open for contract shortly. Will work on profit sharing basis, or salary and percentage. Would make investment if desirable. Age thirty. Address, 304 Saint Bernard Building, Evansville, Indiana.

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# The Sheldon Business Normal

**A**RE you interested in a proposition that will help you to fit yourself for a position that will pay from \$3,500 to \$10,000 a year?

Here it is in a word or two. The first session of the Sheldon Business Normal closed on September 30, 1910. There was a large class started. Every member of it finished the course, and several were added during the term.

Upon graduation, every member of the class had more positions open to him than he could fill in years. Large employers who knew about the School were writing to us asking for graduates. And they were wanted for high positions. Most of them closed contracts that will net them incomes as high as those I have mentioned.

Elbert Hubbard visited the Normal during the session, and delivered an address before the students. Afterward he wrote, "I should rather have anyone I was interested in attend the Sheldon Business Normal than spend four years at any university."

Now, the next term of this great post-graduate school of business opens here on the Sheldonhurst estate, near Libertyville, on Monday, July 3, 1911. It will continue for ten weeks, or until Saturday, September 9, 1911.

The course of instruction will consist of:

*First*—Personal study and class instruction in:

- (a) The Science of Business Building, which is the fourth edition of the Science of Successful Salesmanship;
- (b) The Science of Service.

*Second*—An extensive series of personal lectures by me, assisted by specialists, in Salesmanship and Business Economics.

*Third*—A course of lectures on Character Analysis, or the reading of Human Nature.

*Fourth*—Frequent drills in the Art of Salesmanship and Sales Management.

This course of study leads to the appointment of those students who desire to take up our work, and whom I shall select as being worthy and qualified, to immediate positions in connection with the work of the Sheldon Schools.

The gross earnings of those who prove successful in these positions will not be less than \$3,000 a year. Experience shows that earnings of \$10,000 can be realized by men thus trained and employed.

You who are now well placed in a congenial line can get here the training you need to ginger up and build up the work of your sales department.

The class is also open to employers who find the training of competent sales managers a problem.

You find here quick, sure, sane, tried, plain, direct, and scientific training for efficiency in sales management.

Now is the time for you to begin to get data on this most unusual opportunity. Time is short. You can begin planning now to come.

Write to me right away, and I will answer, giving full particulars.

*Sheldon*

A. F. SHELDON, Libertyville, Illinois

1910

Will you please forward full particulars regarding The Sheldon Business Normal School, as advertised in THE BUSINESS PHILOSOPHER for November.

Name.....

Local Address.....

# Effective Speaking

By **Arthur Edward Phillips**, Author of "Natural Drills in Expression," etc.,  
Director, Department of Public Speaking, the Theological  
Seminary of the Evangelical Luther Church at  
Chicago; Principal, Phillips School  
of Oratory, Chicago.

**Adopted by Representative Schools and Universities Throughout the Nation.**

**I**N THIS work is found the *first* presentation of the *true* principles of *effectiveness* in speech. It is a distinct departure from anything yet published on the subject. There is no book now in your library that can fill the place of "Effective Speaking."

This book presents the essentials of effectiveness in *all departments of speaking*—business, social and public. It trains the judgment in the use of the great principles that govern power and success in speech, and offers a logical way to develop skill as an *extemporaneous speaker*.

Further, this book presents a complete set of *exercises* covering every important point discussed; also, a complete set of *questions*. It gives over *one hundred examples from master speakers* illustrative of the principles developed.

If you wish to increase your power as an *entertaining speaker*, read pages 63 to 78; if you wish to increase your power as a *convincing speaker*, read pages 42 to 47; if you wish to increase your power as an *impressive speaker*, read pages 39 to 42; if you wish to increase your power as a *persuasive speaker*, read pages 48 to 62; if you wish to increase your power of *memory*, read pages 211 to 213; if you wish to increase your power to speak *extemporaneously*, read pages 88 to 171; if you wish to improve your *style*, read pages 181 to 201.

If you sincerely seek *power* in speaking you cannot afford to be without this book. It is a *need*.

## ***Some of the Institutions Using "Effective Speaking:"***

UNIVERSITY OF CHICAGO  
UNIVERSITY OF VIRGINIA  
MICHIGAN STATE NORMAL  
UNIVERSITY OF MINNESOTA  
UNIVERSITY OF IOWA  
MISSOURI STATE NORMAL  
UNIVERSITY OF OKLAHOMA  
UPPER IOWA UNIVERSITY  
UNIVERSITY OF UTAH  
UNIVERSITY OF GEORGIA  
IOWA STATE NORMAL  
NORTHWESTERN UNIVERSITY  
ADRIAN COLLEGE  
SYRACUSE UNIVERSITY

CORNELL UNIVERSITY  
UNIVERSITY OF ILLINOIS  
BELOIT COLLEGE  
CORNELL COLLEGE  
BAKER UNIVERSITY  
OKLAHOMA STATE NORMAL  
DRAKE UNIVERSITY  
UNIVERSITY OF DENVER  
GEORGIA STATE NORMAL  
SOUTHWESTERN UNIVERSITY  
INDIANA STATE NORMAL  
TOLEDO UNIVERSITY  
OTTERBEIN UNIVERSITY  
NORTHWESTERN COLLEGE

LELAND STANFORD UNIVERSITY  
UNIVERSITY OF GEORGIA  
KNOX COLLEGE  
DRURY COLLEGE  
LAWRENCE UNIVERSITY  
BUCKNELL UNIVERSITY  
WASHINGTON AND JEFFERSON UNIVERSITY  
OLIVET COLLEGE  
YANKTON COLLEGE  
AUGUSTINA COLLEGE  
UNIVERSITY OF CHATTANOOGA  
ALBION COLLEGE  
UNIVERSITY OF NORTH DAKOTA  
UNIVERSITY OF SOUTH DAKOTA

**Price \$1.50, Delivered**

## **The Taylor Book Store, Rockefeller, Illinois**

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# Your Power to Command

---

It depends directly upon the efficiency of those under your direction.

No executive can do great things unless backed by an efficient organization.

And no organization is more efficient than the sum of the efficiency of the individual units in it.

Are you satisfied with the results of the old way of hiring and firing, and the everlasting jars in the machinery that go with it? Don't you get tired of breaking in new help all the time?

Then why not educate your help yourself?

You, yourself, will learn by teaching, because teaching educates the teacher. You will get into closer touch with your help. You will get a more accurate line on their ability.

You take a great deal of thought and pains and spend a great deal of money in educating your own family. Why not put a little thought, time and money into the education of your business family?

What your business needs is not more men and women, but *better trained* men and women. And if they are to become better trained, there is no one but yourself to do it.

It is up to you to make your wheelwrights master mechanics, your bookkeepers auditors, your salesmen sales managers. You can, if you will, manufacture your own specialists, right in your own plant and office—and make them right—fitted to your needs.

*Let your business be a gymnasium and training school, not a hospital or morgue.*

What is your greatest bugbear? Inefficiency. It emanates poison. Error begets error. Just when you had the whole fabric of your organization perfected for some most important work, one of the minor parts—an individual—dropped out or committed a costly error, and the loss made you sweat blood.

Which is the better investment—money spent in developing the man-power and brain-power of your organization, or that spent in paying for errors and loss caused by inefficiency?

Insure your business against these costly errors by education.

You realize that the biggest expense in your business is labor.

Why not increase the quality and quantity of the product of that labor? You can do it by increasing the efficiency of the units in your force.

While equipping your office and plant with the latest and most expensive furniture, devices, and machinery, why not spend a little money in building up a better force to operate all this.

Let me tell you how I can help you to educate your people.

Let me show you how you can set them to educating themselves.

Let me prove to you that I can help you to make of every employe a greater power in building your business.

Let me put you in touch with many firms and corporations in the United States and Canada that have used my methods. Don't take my word for it. They will be only too glad to tell you how much better their business has been and how much more money they have made. That's what talks. We have nearly two thousand such clients and over forty-six thousand students.

These people have spent the money, tried out my method, and proved it profitable.

So it is not an experiment for you.

Write to me, right away, and I will answer, telling you all about it.

**A. F. SHELDON**

**1087 Republic Building, Chicago, Illinois**

"I can make YOU a  
confident, convincing  
Public Speaker!"

at  
DINNERS  
and all  
SOCIAL  
GATHERINGS  
in  
POLITICS  
in  
BUSINESS  
ANYWHERE

When the toastmaster arises, looks over the expanse of tables, and says, "We have with us to-night"—how would you feel if he means *you*?

Grenville Kleiser's Personal Mail Course in Public Speaking takes only fifteen minutes of your time daily in your home or office. It makes men easy, forceful speakers on all occasions—it develops mental power and personality, and increases your earning capacity. The cost is *very* reasonable.

"I consider your Course as worth its weight in gold. I have spent some time and money with vocal teachers, but I regard your lessons as the most helpful, the most economical, of any I have ever taken."—Arthur J. Whiddon, Waterville, Wash. (Aug. 31, 1910.)

Write to-day for full particulars of Course

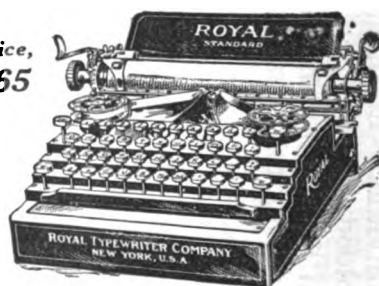
FUNK & WAGNALLS COMPANY, Dept. C NEW YORK

Simplicity, Convenience  
Light Action  
Fine Work & Durability

are the distinguishing  
features of the

ROYAL  
Standard Typewriter

Price,  
\$65



ROYAL TYPEWRITER CO.  
Royal Typewriter Building, New York  
21 Monroe Street, Chicago, Illinois

## Wanted—Men Who Can Earn \$5,000 a Year

I WANT about twenty-five live men, previous experience unnecessary, who are willing to spend two weeks' time to prepare themselves to earn from \$5,000 a year up, as general agents for Sheldon University Press. I have personally demonstrated that a man can easily earn at the rate of \$10,000 at this work. And I am willing to devote two weeks of my time to the personal instruction of twenty-five men in the way to do it. This class will be open to the twenty-five selected out of the list of applicants, free of all tuition, on Monday, January 2, 1911, and will close Saturday evening, January 14, 1911. It will be held in the Administration Building of The Sheldon School near Libertyville, Illinois. Mail me this coupon today for further particulars.

MR. A. F. SHELDON, Sheldon University Press, Libertyville, Illinois:

Please send me full particulars about general agency for Sheldon University Press.

Name .....

Address .....

City and State .....

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# Now is the Time for You to Plan to Attend The Sheldon Summer School for 1911

**T**O JUDGE from what they all said, about one hundred and fifty people acquired the life habit of attending the Summer School last summer. No, that is hardly accurate. There was a goodly number there who got the habit during the summer of 1909, when the first session of the School was held.

There is something about the atmosphere of Lake Eara, the unusual fellowship among the students, and the character of the instruction given that makes every one who attends the Summer School, even for a day or two, yearn to come back.

It was the unanimous verdict of the one hundred and fifty who attended the School in 1910 that they had never had a better time in their lives, and had never known any other crowd of people to have so good a time.

When Elbert Hubbard lectured before the Summer School, he said that he had never spoken to a finer, more intelligent and responsive audience anywhere.

The Summer School for 1909 set a high mark. Those who were present said they didn't see how any crowd could have a better time. The Summer School for 1910 not only far eclipsed the first one, but it showed the way to make these occasions more and more instructive, entertaining,

recreative, inspiring, and profitable to the students as time goes on. Already preparations are being made for the session for 1911 that will make it more profitable and more enjoyable than this year's.

So, of course, you want to be there.

You see, the Sheldon Summer School offers you a two weeks' vacation in company with the finest, liveliest, keenest, and brightest business and professional men and their wives, daughters, and sisters. In addition, it offers you personal instruction in the science of business and allied sciences, under the direction of Mr. Sheldon himself and a faculty of specialists.

The School is held on the great six-hundred-acre estate of Sheldonhurst, with its two hundred acres of forest and its beautiful little mile-long Lake Eara, near Libertyville, Illinois.

The session for 1911 will open Monday, July the third, and close Saturday night, July the fifteenth.

The students live in a delightful camp and all eat together at one of the best camp tables you ever put your feet under. At least that is what they all said last summer.

Here is an investment for you that will pay big dividends in health, long life, money, and all else that is worth having.

---

**WRITE TO US FOR PARTICULARS**

---

## The Sheldon Summer School

LIBERTYVILLE, ILLINOIS

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"



## Sherwin Cody's Latest Book

# How to Do Business by Letter

### and Training Course in Business English Composition

The most successful book on letter-writing ever published, now in its 47th thousand, eleventh edition, though but recently published.

Contains over 125 model letters of all kinds, including a number of the more successful pulling letters used by prominent houses.

Also the Rules of Grammar complete, with all common errors; the Rules of Punctuation, Words Often Misused, Rules and Regulations of the Postoffice (correct to 1910), etc.

Price, postpaid, \$1.00. See table of contents.

## Sherwin Cody's Form Paragraph Letter-Writer

An indexed and gummed blankbook, full letter size, loose leaf, in which to paste form paragraphs to be used in answering all kinds of correspondence.

By this system an \$8-a-week girl can write better letters than a \$25-a-week correspondent, because she simply copies into her book the best paragraphs in the regularly dictated letters of the head of the business, and all letters are in his language, perfect in every detail of punctuation, grammar, etc., and may be signed by his name though he never sees the letter himself. This is a wonderful means of raising the quality of correspondence, as well as saving much time and expense. 80 gummed pages, 20 index pages, 100 pages in all; price, postpaid, \$3; subject to approval and return at my expense.

## Sherwin Cody's Compendium of All Card Systems

An instruction book on loose-leaf and card systems (the only book ever published clearly stating the simple fundamental principles of these systems), accompanying a neat box of 500 cards, size 3x5 inches, printed from specially engraved wax plates in the best style, representing 18 complete systems all ready for use, including forms for mailing lists, advertising, salesmen's report and route cards, perpetual inventory forms, cost systems, school forms, and loose-leaf and card ledgers of all kinds, for wholesale, retail, mail-order, instalment, and specialty businesses. Electrotypes of plates sold and directions given for printing systems at one-third the usual price. Price, complete, \$3.00.



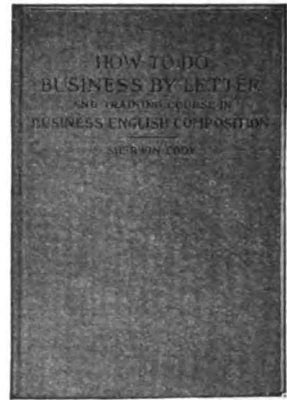
## How to Make Advertising Pay

## How to Write Letters that Pull

## Office Salesmanship & Business Psychology

I have made a detailed personal study of forty-six leading lines of business: Manufacturing, wholesale, retail, mail-order, and specialty, and have taught presidents, secretaries and advertising managers how to make a success of their publicity—I know what will win in forty-six different businesses, yours among the number, and this information I give in my complete course, together with all the books and special features described above, with scores of others—everything I have for only \$30, including twenty personal lessons. Write for complete catalogue.

**SHERWIN CODY, LIBERTYVILLE, ILLINOIS**



### CONTENTS:

Using Words So as To Make People Do Things.  
How to Begin a Business Letter.  
How to Close a Business Letter.  
The Body of the Letter.  
Applying for a Position.  
Sending Money by Mail.  
Ordering Goods.  
"Hurry-up" Letters.  
How Money is Collected.  
Letters to Ladies.  
Professional Letters.  
How to Acquire an Easy Style in Letter Writing.  
Two Kinds of Letters—Buying and Selling.  
When to Write a Long Letter and When to Write a Short Letter.  
Answering Inquiries.  
Talking in a Letter—Colloquialisms and Slang.  
Complaint Letters.  
Condensation—Writing Advertisements.  
Advertising and Follow-up Letters.  
Display in Letter Writing.  
Salesmanship in Letters and Advertisements.  
Customs and Regulations of the Post Office.  
Social and Official Forms; the Rules of Grammar, with Common Errors; the Rules of Punctuation for Business Office Use.

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

## Need Envelopes?

**"Write Hogan"**

—MAKERS OF—  
**EVERYTHING IN  
ENVELOPES**

**Hogan Envelope Company, Inc.**  
319-331 West Ohio Street, Chicago

## A GOOD SHORTHAND REPORTER

is the only kind you can afford to employ. I am well prepared to handle all kinds of law and general reporting.

**FRED H. GURTLE**  
SHORTHAND REPORTER

Phone Randolph 3038 810-811 Reaper Block, CHICAGO

**3000 GUMMED LABELS \$1.00**  
POSTPAID  
SIZE, 1X2 INCHES PRINTED TO ORDER

Other styles & sizes for every purpose.  
Send for free catalog—you'll find just what you need. Our high quality and low prices will surprise you.

**FENTON LABEL CO.**  
PHILADELPHIA, PA.

## Salesmen Wanted

**WE WANT** a few live wire salesmen to handle New Patented Advertising Novelty just out. Practical, useful article for the home and appropriate for advertising any line of business. Liberal commissions. Can be handled as side line, pocket sample. State line you are now selling, also territory covered.

**Sallee Advertising Company**  
Courier Building ... Evansville, Indiana

**WANTED!** Agents to take subscriptions to The Backbone Monthly—"A magazine for and about people who are doing things worth while"—a magazine so different, both editorially and typographically. Show a sample copy and there's a sale on the spot. Agents are making big money with The Backbone Monthly. Come on in! Sample copies, terms and blanks sent on request.  
**The Backbone Society, 144 Fox St., Aurora, Illinois**

## Ask For Book You Want

Place check in the square below indicating number of book desired; write name and address on lines below and forward, with 10 cents postage attached, and the book is yours—without further expense or obligation, of course.

- 1—**THE ART OF FINANCIERING**  
[Showing how business men may raise capital for business projects]
- 2—**FINANCIAL HAND BOOK**  
[For promoters, fiscal agents and brokers]
- 3—**BUSINESS BUILDING BY CORRESPONDENCE**  
[For the man who uses circular letters]
- 4—**THE SELLING FORCE AND THE SELLING FARCE**  
[Showing why the great majority of selling plans do not pay]
- 5—**THE GREAT LAW OF AVERAGE**  
[A new principle discovered by a business expert, bringing CERTAINTY to business affairs]
- 6—**HOW \$250 MAY RAISE \$200,000**  
[For the man with a real opportunity]

If more than one book is desired add 10 cents additional for each extra book. Money refunded if not perfectly satisfactory. Each book conveys a MESSAGE. Each tells something NEW and VALUABLE.

**The Business Development Co. of America**

|   |   |   |   |   |   |
|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---|---|---|

November B-P

Founded 1901  
119 NASSAU STREET  
NEW YORK

## Read Below What Practical Business Men Say of These Books

"Booklets sent are fine and ideas O. K."—L. E. BAILEY, San Jose, Cal.  
"Certainly 'Eye-Openers.'"—E. C. ELWOOD, Bridgeport, Conn.

"One of the best investments I have made for a long time."  
—LE GRANDE DUTCHER, Editor of "Profitable Publicity."  
"Consider brochures of real value to me and worth many more times the price asked."—L. C. KELLOGG, Seattle, Wash.

"After carefully reading, I want to state that, if I could have had the information contained in 'How \$250 Can Raise \$200,000' I would have been saved several hundred dollars, much valuable time and been spared much humiliation. The idea is right. I paid hard cash and harder experience in proving it."—E. D. CRIBBS, Highland Park, Ill.

"'How \$250 May Raise \$200,000' is the best article I ever remember seeing emanate from your establishment and 'HITS THE NAIL SQUARELY ON THE HEAD.' I have succeeded at last in promoting my mine, but could have saved about three years of the time out of the four it has taken, if the proper course had been pursued from the first, as laid down. The course finally pursued followed closely along lines laid down now by you, save differing in details. The method was very much the same.

"I think the very logical and convincing argument set forth in 'How \$250 May Raise \$200,000' would wake up a mummy one thousand years old, for EVERY WORD IS ABSOLUTELY TRUE."

Very truly yours,  
MARK E. DAVIS, Oakland, Cal.

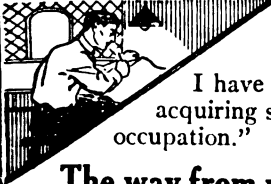
"I was very much interested in 'How \$250 May Raise \$200,000,' for the reason that it appears to hit the situation exactly. I have read nearly all your issues for the past two years, and much of your printed literature, but never saw anything that covers the situation so completely as does this article."—J. T. RYAN, American Tire Armor Co., 816 Pacific Building, San Francisco, Cal.

"The Business Development Company of America is the publisher of five little books which are the most unique and interesting publications in their way that *The American Banker* has ever had the pleasure of receiving \*\*\* they contain a vast amount of information that will be of value to bankers, promoters and business men who are interested in building up their business.

"These books sell for ten cents a copy and are worth \$10 a copy. We advise our readers to send for them." Editorial extract from *The American Banker*, March 5, 1910.

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# There is No Royal Road to Wealth—But—Some Roads are Easier Than Others



I have helped thousands of men to *succeed*—and my definition of acquiring success is: "To make more money, in a more congenial occupation." If you will read this page, you will learn *how* to find



## The way from wage-earning to business management

and how you can make that way upward in the business world *your own*.

I have succeeded—others have succeeded with me—this is Success's invitation to you.

## Disappointed ambition is the curse—fulfilled ambition the glory—of any man's life

The average man who *succeeds* in this world is the man who realizes he was not born to set the world on fire—but aims at a goal within his reach and keeps on with courage, persistence, and intelligently directed *purpose* until he gathers the sweet fruits of his labors.

Henry Clay, Daniel Webster and James G. Blaine died from disappointment of their thwarted ambitions to attain the Presidency. They aimed probably not too high, but with all their statesmanship they lacked the knowledge of *how* to achieve their purpose.

And how many men have died from disappointed *commercial* ambition simply because they did not *know how* to succeed is beyond the count of any earthly record.

But the number of successful, life-enjoying business men is growing every day. In the past, men have pursued and acquired *academic* knowledge—this is the day when men seek and acquire *business* knowledge through avenues such as I offer you. Will you profit by my experience?



**I, W. A. Shryer, was a grown man earning \$15 a week when I learned an easier way to make \$15,000 a year**

I found that many honest people neglect to pay their bills—but that they *will* pay them if their obligations are presented in a dignified, business-like, human-nature way.

## That way is so easy that I can make it clear and easy for you—for any man with ambition

Merchants have their hands so full with the problems of buying and selling merchandise that they have no time to look after delinquent accounts.

### This Coupon the First Step—Take It Now

**W. A. SHRYER, President,**  
American Collection Service, 399 State St., Detroit, Mich.

Please send me full information, illustrated with photos, about how you and other men have succeeded in the Commercial Agency Business, starting without capital.

Name.....

Address.....

.....

.....

.....

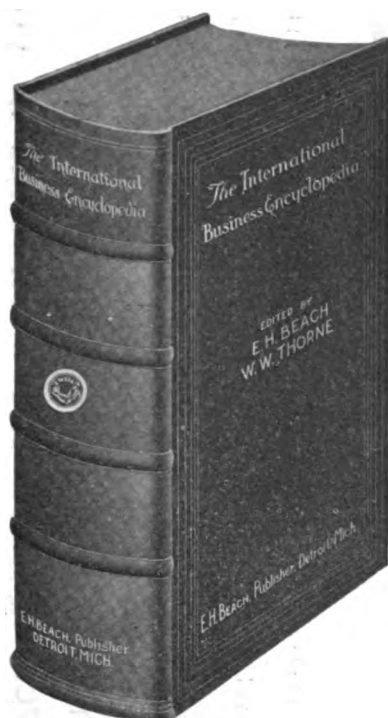
The men who, for various reasons, do not pay their bills, are just like any other class of men—a class of *many types*. And the knowledge of *how* to approach and handle each of these types is the specialized training that makes a successful, commercial agency manager.

*You do not need capital* to establish yourself in this business. You can begin in your spare time, just as I began.

The field is so full of business waiting to be handled that your earnings will supply you with all the capital you need for expansion. Every ambitious man who wants to establish himself in his own successful business should write to me at once. Mail the coupon.

**W. A. SHRYER, President**  
American Collection Service, 399 State St., Detroit, Mich.

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"



## \$1 Secures this Great Reference Book

An entirely new, up-to-date, down-to-the-minute Reference Book, for bookkeepers, cashiers, accountants and business men.

This magnificent volume weighs nearly six pounds; contains over 500 pages, 200,000 words and 700 illustrations of forms and tables; beautifully printed on fine paper; handsomely and strongly bound; produced and presented to the business world at a cost which brings it within the reach of all; easiest for reference, plainest for acquiring information, and most economical when compared with all other publications of like nature.

**It is yours on payment of only \$1.00**

down and the balance in monthly installments of 50 cents or \$1.00 as you prefer.

Monthly installment price, \$4.00 per copy; introductory special cash price (less 10 per cent) only \$3.60.

In either case the expressage is prepaid to your address in the United States and Canada.

**E. H. Beach, Publisher, Detroit, Mich.**

Send 25 cents for 12 months subscription to

### Beach's Magazine of Business

• A handsome monthly magazine for business men, bookkeepers, accountants, cashiers, credit men, stenographers, advertising managers, etc. The man "behind the desk" must have it. Splendid business stories. Your money back if you do not like it.

E. H. Beach, Publisher, 69 West Fort St., Detroit, Mich.

## The International Business Correspondence Course

Special Instruction for Home Study in

### Higher Accounting and Manufacturing Costs

For those who desire to qualify for *Higher Positions* and *Higher Salaries* as Chief Accountants, Cost Accountants, Auditors, etc.

### The Course Comprises

The International Business Encyclopedia (described above); six lessons on Higher Accounting; six lessons on Factory Cost Accounting; twelve sets of Exercises to be worked out; twelve sets of Standard Answers, and the personal attention of the Board of Examiners.

### THE COST

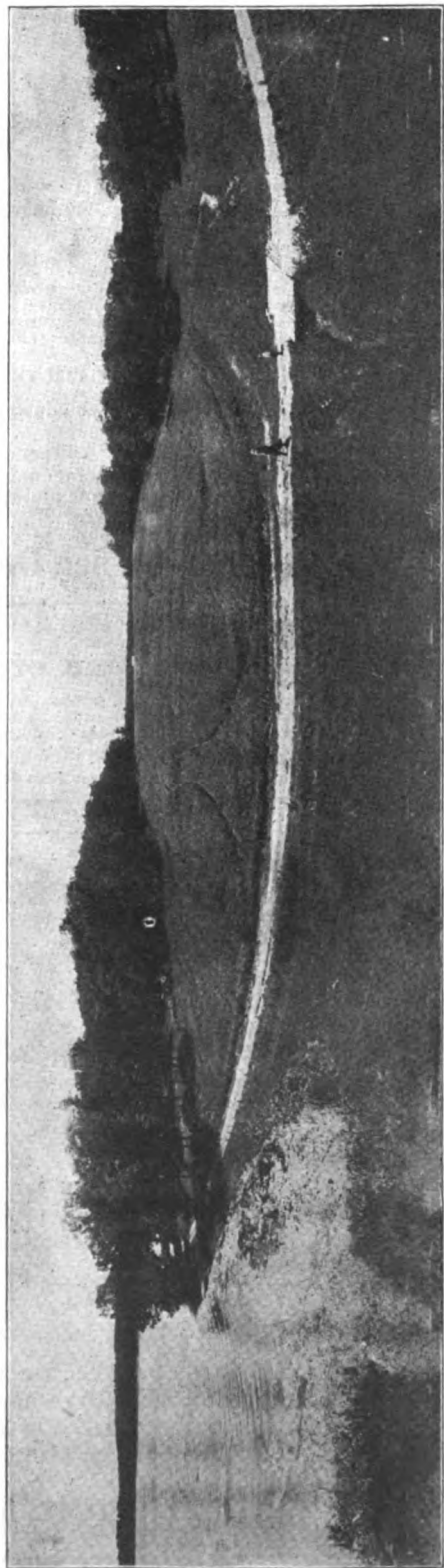
Special Terms Until October 1, 1910

This comprehensive, complete and fully effective Business Correspondence Course is offered at the temporary and very low introductory price of \$10 cash, or \$12 payable in easy installments of \$2 down or \$2 per month for five months. On and after October 1, 1910, the price will be \$20 cash, or \$24 on the installment plan.

**E. H. BEACH, Publisher :: Detroit, Michigan**

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# YOUR SUMMER HOME



SHORE ACRES SUBDIVISION, LAKE EARA

**O**F COURSE you want to own a summer home. There is something in you that calls for woods, meadows, cool waters, and broad, comfortable porches, when summer comes and brick walls and paving stones shimmer and quiver with the heat. You need rest and relaxation.

You may have to be in the city on business during the day. But you are refreshed and renewed by the evenings and the week-ends at your summer home.

And it makes you glad to know that wife and babies are away from the glare, the blare, and the dust, getting strong and rosy at your summer home.

No, this is not a millionaire's dream. That summer home is within your reach. And, if your business is in Chicago, it is only an hour's run from that city—you can come out every night. If further away, you can come Friday or Saturday and stay until Monday.

For your summer home, I have just opened a new sub-division on the shores of Lake Eara—the most beautiful of all the famous lakes of Northern Illinois. It is only thirty-five miles from Chicago—three railways run from it into the city.

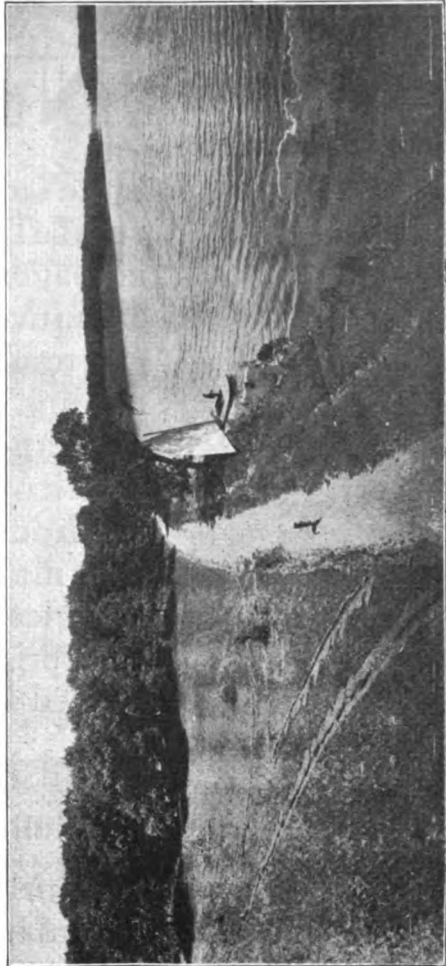
There are a limited number of lots, all at reasonable prices—first come, first served. When you buy a lot, you buy fishing, swimming, and boating privileges on Lake Eara. *There is no lake property so near Chicago at anything like the price.*

My primary object in opening this sub-division is to finance the first building of Sheldon Commercial University.

I want these summer homes, as far as possible to be owned by Sheldon Graduates or those in sympathy with A R E A philosophy.

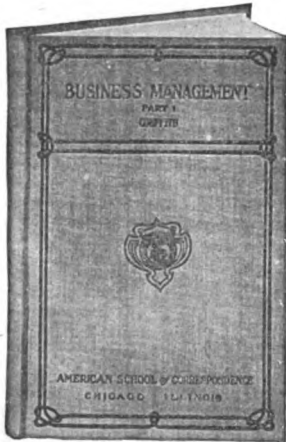
*Write me today, saying you are interested  
and I will tell you all about it*

**A. F. SHELDON**  
LIBERTYVILLE, ILLINOIS



SHELDON'S LAKE SHORE DRIVE, LAKE EARA

# ORGANIZATION



**Brief Synopsis**  
Part One

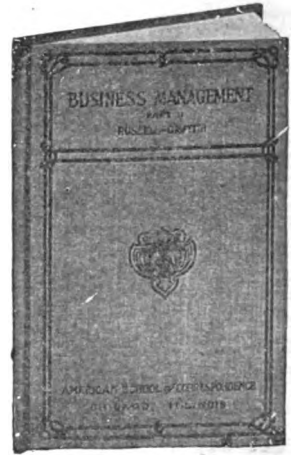
**A**DMINISTRATIVE and industrial organization; place of business engineer; plant arrangement; factory and office plans. Purchasing and stores department; catalog filing; requisitions; stores records. Advertising and sales organization; periodical, street car and outdoor advertising; mail order branch; salesmanship; follow-up systems. Credit organization; financial statements; credit information; collection letters; collection systems.

is the secret of successful business management; the executive of today gets results by combining organization and modern methods. The methods used by the managers of America's greatest enterprises are described in

## Business Management

The principles of organization, and how to apply them

in large or small concerns; the functions of all departments, and how to conduct them to secure results; how to make use of every modern plan and system, is told in these volumes. Every practical plan that will reduce costs, increase efficiency, and give a firmer grasp of business is described and illustrated by examples taken from actual practice.



**Brief Synopsis**  
Part Two

**B**ILLING and order recording; condensed and unit billing; blanket invoices; department store billing. Shipping department; rates and routes; filling orders; export shipping; claims; retail deliveries. Correspondence and filing; form paragraphs; stenographic division; filing systems; indexing. Business statistics; sales costs; expense distribution; administrative costs; mailing cost; mailing room methods and machinery; checking the postage account.

---

**Price, Delivered to You, \$2.00**  
**Per Volume, \$4.00 for the Set**

---

**Taylor Book Store, Rockefeller, Illinois**

# Speed Up Your Sales

You, Mr. Sales Manager!

Do you want to put something into the hands of each one of your salesmen that will speed up his sales to record pace?

You, Mr. Salesman!

Do you want to get hold of something that will put you in the running for the top-notch prizes?

Here is the thing.

Mr. Albert E. Lyons, vice president of the Allen-Higgins Wall Paper Company, Wor-

cester, Massachusetts, issued a series of letters to his salesmen last season. They helped to speed up sales in a way that made everyone concerned open his eyes. These letters were along Sheldon lines. Mr. Sheldon has seen and approved them—given them his hearty endorsement.

But the great point is that they *actually did speed up sales.*

Most important to you is the fact that you can get those letters to speed up your sales. They are now issued by us under the title

## Speed Talks

This book isn't big—contains just thirty letters—but a few words written on the back of an envelope once gave a man an idea that helped him to speed up his sales one hundred per cent.

*That's the kind of ideas you'll find in this book.  
It's yours for a dollar, postpaid.*

Sheldon University Press, Libertyville, Illinois

# Stiffen Up Your Backbone!

## The Backbone Monthly

"A Serum Against Softening of the Moral Spine"

It will help you develop *more power, teach you how to control your forces and stiffen up your backbone.* You will find its pages brimful of helpful, inspiring, scientific and man-building advice. Tom Dreier edits it! Typographically it's a gem! Men who usually criticise have only good things to say about it. One year, one dollar; one copy, ten cents—*and it's worth more!*

**Special Offer!** If you will send us one dollar and the coupon below, we'll send you The Backbone Monthly for one year, and as an appreciation we will mail you a copy of the "Backbone" booklet (a bouncer for the blues) without charge. *Mail the coupon today!*

-----SEND ME YOUR BACKBONE!-----

THE BACKBONE SOCIETY, Aurora, Illinois: Here's a dollar; send me The Backbone Monthly for one year and mail me a copy of the "Backbone" Booklet.

Name .....

Address .....

B.P.-11-10

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"



# A Business Asset

The ability to speak and write English correctly *is a business asset* of no means importance. Yet how rare it is! *You*, Mr. Salesman or Mr. Business Man *need this ability* and it can easily be acquired. There is a *fascinating* way to

## Polish Up Your English

It is by reading "*Correct English—How to Use It*," a monthly magazine for cultured people, devoted to the use of correct English. It will *pay you* to get in touch with this unique magazine, as it is the only one of its kind. Read carefully this

**Partial List of Contents**—Shall and Will; Should and Would; How to Use Them; Correct English in the Home; Correct English in the School; What to Say and What Not to Say; Course in Grammar; Letter Writing and Punctuation; Business English for the Business Man; Compound Words; How to Write Them; Studies in English Literature.

The subscription price is only \$1.00 a year, but if you prefer to see a copy before subscribing—

### Send Only 10 Cents

for a copy of the current issue. You will never regret it. So if you are interested in your own welfare, do this *now* before you turn another page. *But better still, use the Coupon TO-DAY.*

**Correct English Publishing Company ... 212 Monroe Street, Chicago, Illinois**

CUT OFF HERE

CORRECT ENGLISH PUBLISHING COMPANY, CHICAGO, ILLINOIS

Name.....

Local Address.....

Postoffice..... State.....

B. P.



A Rapid, Medium-Priced  
Duplicating Machine  
Simple, durable, rapid, clean, perfect work. Portable, inexpensive, practical, compact, noiseless.

THE VERY LATEST THING IN DUPLICATORS

## "CANTYPE" SPRING-FRAME DUPLICATOR

**1000** Perfect Reproductions per Hour of Hand-writing, Typewriting, Music or Drawing

Circulars can be taken direct from the duplicator, and laid one copy on top of another without off-setting or blurring. *No other duplicator possesses this advantage.* Circulars and samples of work on application. The only makers in America of all descriptions of ribbons, clean carbon papers, duplicators, stencil papers, inks, etc. Agents wanted in all unoccupied territory.

CHAS. E. ARCHIBALD, PRESIDENT

**Pen-Carbon Manifold Co., New Brunswick, N. J.**

Originators and only manufacturers of Non-flake carbon paper for typewriter, pen, pencil and stylus

Cheaper to Buy

Cheaper to Run

# DIAMONDS WATCHES

Christmas Presents

ON CREDIT

Write for Catalog

**Make Your Christmas Selections Now** before the rush is on. Send for our handsome Christmas Catalog, filled with beautiful choice Novelties for Christmas presents. Select any article you would like to own or present to a loved one; it will be sent on approval to your home, place of business or express office, without any obligation whatever on your part. If satisfactory in every way, pay one-fifth down and keep it, balance in eight equal monthly amounts. If not satisfactory, return it. We pay all charges and take all risks. Every honest person's credit is good with us. **Diamonds** increase in value 15 to 20% each year. A Diamond is an ideal gift; it lasts forever, and every day reminds the wearer of your regard and good judgment. Our prices are 10 to 15% lower than those of the ordinary cash retail jeweler. Great bargains in ladies' and men's solid gold and gold-filled Watches for Christmas gifts. We give better values and easier terms than any house in America. Write for free copy of our new, handsomely illustrated booklet, "*Historic Diamonds*."



**Specially  
Priced  
Christmas  
Bargains**



No. 1221—Ladies' Loftis "Perfection" Ring. Fine brilliant white Diamond.....

**\$50**

No. 102—Men's Round Belcher Ring. Fine brilliant white Diamond.....

**\$38**

\$10 Down, \$5 a Month.

\$7.60 Down, \$3.80 a Month.

**LOFTIS**  
BROS & CO. EST'D 1868

THE OLD RELIABLE ORIGINAL DIAMOND AND WATCH CREDIT HOUSE

Dept. M 811 92 to 98 STATE STREET, CHICAGO, ILL.  
Branch Stores: Pittsburg, Pa.—St. Louis, Mo.

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

**Y**OU can't escape responsibility by ignoring the matter of educating your children. You don't want to. You think too much of them—besides you owe them an education. If you have one yourself you know why; if you haven't you know why a good deal better—we value most things we haven't got: health, education.

You can render no greater service to your children, yourself, or the world than to see to it that the world is made better by your having lived. You can't render a better service than by sending into the world educated men and women—your boys and girls.

We are teaching over nineteen, nearly twenty, thousand pupils: old men and women, men and women, young men and women and children; all by correspondence.

Over two hundred courses. You may want to brush up on some subject; mark it; we'll send full particulars, also bulletin of the most important educational movement of the day. But going back to your children: give us an idea of what they are most interested in; we'll suggest studies that under our masters will enable them to realize their ambition; our faculty is known all over the world. We pay tuition.

Catalogue free upon receipt of marked coupon. Now!

**The Peoples University**  
P. O. Box 1539  
University City, St. Louis, Mo.

**THE PEOPLES UNIVERSITY,**

P. O. Box 1539,

University City, St. Louis, Mo.

Please send me, without obligation on my part, full information about how I can take up the study of the Course I have marked below.

|                     |                    |
|---------------------|--------------------|
| Music               | Photography        |
| Art                 | Stenography        |
| Journalism          | Typewriting        |
| Short Story Writing | Bookkeeping        |
| Teacher's Courses   | Penmanship         |
| Kindergarten        | General Commercial |
| Domestic Science    | Agriculture        |
| Civil Service       | Horticulture       |
| Preparation         | Veterinary Science |
| Dressmaking         | Floriculture       |
| Elementary Subjects | Poultry Culture    |
| Auto Engineering    | Bee Keeping        |

Name .....

Street and No.....

City .....State.....

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# "Worth \$1,000"

## Prosperity Through Thought Force



BRUCE MACLELLAND

READ IT and see how new thought transforms life from drudgery and poverty to joy and opulence. The tale is a simple one, the methods are easily understood and followed.

ELLA WHEELER WILCOX devoted nearly a page in the *New York American* to "Prosperity Through Thought Force." "Every word is true," she said. "Every word has been proven true by hundreds of people living today."

Mrs. Frank Beach, of Fort Collins, Col., writes: "I have ordered MacLelland's 'Prosperity Through Thought Force' for my husband for Christmas. He says it has already been worth \$1,000 to him. He has read it through three times and reads at least one paragraph from it each day."

### PARTIAL SYNOPSIS

How the "Idea" was Born—From Debt to Modest Fortune in Less Than Three Years—The Kind of Men Who Succeed—Why the Others Fail—Where the Mental Forces Come In—The Condition of the Mind Attracts All Things—How Mind Attracts Success—The Law of Vibration and How It Works—Personality—Auto-Suggestion—How to Use It—How to Do Things Without Faith—When the Author Blacked Boots—Thirty Years Lost by Talking—The One Thing that Can Hinder You—Mind and Body—Passions—Aura—Subconscious Mind the Magnet—Will, Affection, Emotion, Divisions of Love—When Others Avoid or Mistreat You—To Make the Right Kind of Friends—Attraction, What It Does and How to Use It—Etc., Etc.

Here are two sample comments showing what readers think of this book:

"I have a copy of 'Prosperity Through Thought Force.' It is the best and most practical instruction on the subject that I have read—and I have read many."—OLIVER BOWERS, Birmingham, Alabama.

"I have just received and read 'Prosperity Through Thought Force,' by Bruce MacLelland, and I think so highly of it that I enclose \$1.00 for another copy to lend. It is so plainly and naturally expressed that I believe it will help anyone who reads it to embrace and practice that higher life."—EMMA E. CARR, Lawrence, Massachusetts.

"Prosperity Through Thought Force" is a beautiful volume, 16 pages, printed on antique laid paper, artistic initial letters for chapter heads, handsome title page, half-tone of the author, all bound in finest silk cloth in a new shade of mauve.

ELLA WHEELER WILCOX will introduce you to new thought by her little booklet, "What I Know About New Thought." We will include this FREE in our special offer to Business Philosophers.

### OUR SPECIAL OFFER (New Subscribers Only)

The Nautilus Magazine, Twelve Months in Advance

A Copy of "What I Know About New Thought"

A Copy of "Prosperity Through Thought Force"

**\$1**

ALL FOR \$1

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

I Want to Succeed!

I Want to Succeed!

I Want to Succeed!

The Cries are Everywhere. Here is a Solution That Has Solved it for Hundreds

BRUCE MACLELLAND really lived the philosophy of the book. He climbed from a \$100 a month position to a business of his own, earning a modest fortune—all in three years' time. Then he decided to let others know how he used thought force in business and A THRILLING, powerful, practical success book is the result. No pet theories—no advice excepting as the entire book is sound reason of a man who has done and tells you how to do the same. After you read it, you will see how health, wealth and happiness can be made of troubles—and you will want your best friends to

### THE NAUTILUS

Is the leading magazine of the new thought and mental healing movement. Thousands of its readers have been helped by it to health, prosperity, and happier condition of mind. The editorials by Elizabeth Towne are said to have the largest following of any woman's writings in America. *The Nautilus* is not a story book though it contains splendid stories—all designed to help you help yourself.

Ella Wheeler Wilcox, Edwin Markham, Florence Morse Kingsley, Emma Bell Miles, Edgar L. Larkin, Sinclair Lewis, Thomas Dreier, Wallace D. Wattles and many others are contributors.

"As a Grain of Mustard Seed," a great serial by Wallace D. Wattles is just beginning—a problem story of real life, unique in plot, wit and wisdom.

The November *Nautilus* is the special Dramatic Number. Contains articles by some of the most famous dramatists and actors in America, with many new portraits. George C. Tyler, managing director for Liebler & Co., tells why he produces new thought plays and how they affect the actors.

Among special new thought articles in same number are: "Habit of Faith and Courage," Adelaide Keen; "Teaching Without Friction," "Constructive Living," "Your Selection," by Fred G. Kaessman; and several practical editorials. New poems by Ella Wheeler Wilcox and others.

Get it at the news stand and see how new thought is regenerating every art and trade. Or better still, take advantage of this offer and begin new thought ways by doing it NOW!

ELIZABETH TOWNE, Holyoke, Mass., Dept. 91.

Enclosed is One Dollar. Please enter my subscription for The Nautilus for one year and send me as a premium a copy of "Prosperity Through Thought Force," and a copy of "What I Know About New Thought."

Name .....

Address .....

Town .....

# \$100 in Gold Given Away

**A** GENUINE bona fide offer. Read our proposition. Are you a smart speller? We give \$100 in gold and other prizes named below to those able to make the largest list of words from the words *The Rountree Publishing Company*. You can make at least twenty, we believe, and if your list is the largest you will get the greatest prize. In case of a tie, prizes will be divided between highest contestants. Here are the rules to follow: Use only words in the English language. Words alike, but with different meanings can be used but once. Use any dictionary. Pronouns, nouns, verbs, adverbs, suffixes, adjectives, proper nouns, allowed. Anything that is a legitimate word will be allowed. This is the way: Heart, temple, rain, only. Use these words and arrange alphabetically. The following is a list of the prizes;

**\$25.00** for the largest list of words as above. **\$20.00** set of Encyclopedia, second largest list. **\$15.00** third largest list. **\$12.00** set of dishes, fourth largest list. **\$10.00** Mission Lamp, fifth largest list. **\$10.00** cash, sixth largest list. **\$5.00** cash, seventh largest list. **\$2.00** each to the next twenty-two highest. Subscriptions to the *Dixie Home* one year to the next hundred highest.

We want you to know *The Dixie Home*, which is one of the brightest and best illustrated magazines in the world, and it is for this reason that we offer these premiums. We make no extra charge for the privilege of entering this word-building contest. To enter the contest it is necessary for you to send us fifty cents or subscription to the *Dixie Home* for one year, with your list of words. List should be sent at once. The lucky names will be published later. This is a great offer to those who take an interest in such contests.

— Address —

“Contest Editor,” *Dixie Home*, Dept. 13, Birmingham, Alabama

## WHEN IN DETROIT STOP AT HOTEL TULLER



New and Absolutely  
Fireproof

Cor. Adams Ave.  
and Park St.

In the center of the  
Theatre, Shopping  
and Business  
District.

Has large Convention  
Hall.

Has grand Roof  
Garden Cafe.

Music from 6 P. M.  
to 12:30 A. M.

**Every Room has Private Bath**

EUROPEAN PLAN

RATES: \$1.50 PER DAY AND UP

**L. W. TULLER** - - - **Proprietor**

SAY—“I SAW IT IN THE BUSINESS PHILOSOPHER”

## THE ALAMO

### Colorado Springs' New Fire-Proof Hotel

*Strictly First-Class—American  
and European Plan*

#### RATES:

*American Plan*—\$2.50 to \$4.00  
per day and upwards.

*European Plan*—\$1.00 per day  
and upwards.

150 Rooms—Fifty Elegant Suites  
with private baths.

Golf and other Outdoor Sports  
accessible to guests.

**Colorado Springs, Colorado**

# Ginger Talks

235 PAGES—15 FULL PAGE CARTOONS

## Sales of Two Millions a Month

The Course in Salesmanship that Built Them for the National Cash Register Company

### YOURS FOR TWO DOLLARS



**T**HINK of a course in practical salesmanship, written straight out of the heart of the greatest selling organization in the world, by a Director of that organization; a course that does not merely describe the selling system of this colossal concern—but **IS THAT ACTUAL SYSTEM ITSELF**—the word for word Ginger Talks of that world famous company to its 1,000 salesmen—the verbatim coaching, the exact specific instruction, the very selling pointers and arguments and inspiration and enthusiasm that built up, through those 1,000 red-blooded salesmen, a business of over two million dollars a month in monthly sales.

*The Pabst Co. bought it for its 1800 Salesmen.*

*The Quaker Oats Company invested \$450 in it.*

*1682 other giant concerns have taken it for their entire sales forces, many taking from 100 to 1000 Each.*

Ask us to send you a list six feet long of these concerns which employ nearly 50,000 salesmen

**GINGER TALKS** are a complete text-book of instruction and pointers on the art of selling goods. They simplify the whole of practical salesmanship; make clear with wonderful illustrations and exact explanations how to make approaches, how to secure attention, how to create desire, how to stimulate to immediate action and walk out with the order. They tell the salesman how to turn enmity into friendship, cold indifference into eager interest, casual inquiries into actual buyers, actual buyers into permanent customers. They touch on a thousand salesmen's difficulties and perplexities and show a way out of each one.

**GINGER TALKS** is the only business book ever written that is as brilliant and fascinating in style and has the same human interest as George Ade's "Fables in Slang," Billy Baxter's "Letters," or Mr. Dooley's famous conversations with his friend Hennessy. The sentences are crowded with epigrams, sharpened with penetrating wit, lighted up with humor, and made fairly alive with the tones of a masterful personality. It is this wonderful combination of solid instruction and brilliant expression—"beef-steak nutriment and champagne style" that has brought Ginger Talks their tremendous sales.

### SEND YOUR GINGER

HELDON UNIVERSITY PRESS, Libertyville, Illinois.

I am enclosing Two Dollars. Send me a copy of Holman's "Ginger Talks."

Name.....

Address..... State.....

You can enclose \$3.50 and receive a copy of Ginger Talks and The Business Philosopher for one year

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

## A Desirable Christmas Gift



Depend on this convenient, useful, *gentleman's* memo book to keep your dates, figures, names, memos, etc., in better, neater style.

### Bennett Everlasting Memorandum Book

—leather cover, 3-4 x 8 inches, pocket for cards removable pads—the most convenient. Price complete with your name stamped in gold on the cover and four inside pads, only . . . . . **\$1.00**

**Send no money** Simply send us your name and we will forward the book with your name printed. If satisfied, send us our \$1.00. If not, return the book. Send today.

**W. W. BENNETT CO.**  
Box 146, East End Pittsburgh, Penn.

ONE DOLLAR BRINGS YOU

## "The Rational Life"

By WILL J. ERWOOD

☛ The latest word on: Love—Marriage—Divorce; The Sex Question; Social Evils; The Rational Life; The Conquest of Self, etc. It is as fascinating as a romance. It is live thought on live issues.

It is written for you . **EVERYMAN!**  
And for you . . . **EVERYWOMAN!**

☛ And you too, mother and father, it has ideals for you! Send for it! Read it together! It will help to make "Home, Sweet Home!"  
☛ Finely bound, cloth and gold, about 200 pages; just from the press. Postpaid, only One Dollar.

Address: **WILL J. ERWOOD**  
Dept. B. 717 East 22nd Street, Baltimore, Md.

## It Pays to Buy Your Goods From a Reliable House

Read What our Customer says in Regard to Our Carbon Paper

"We have found the Carbon Paper which we have secured from you people to be the most satisfactory of any carbon that we have secured from any other firms, and we have bought Carbon from at least four other dealers since we got the last from you.

"We need some Carbon now and we enclose herewith check for \$2.00 which we believe is the price we paid you for one hundred sheets heretofore. On an old box which we have in the office which we secured from you is printed; "100 Sheets Durable Typewriter Paper, \$2.00 a Box."

### How is That for a Boost?

Don't you want to try a box of this good grade carbon? If so, send \$2.00 along to the

**National Office Supply Company**  
ZION CITY, ILLINOIS

"*The Square Deal House*" who will promptly fill your order.

We carry two kinds; "Favorite," the high-grade, light weight carbon for manifolding, \$3.00 a box. Also, our "Durable" carbon at \$2.00 a box per hundred sheets.

Agents wanted to carry our up-to-date line of office supplies  
**ALL GOODS GUARANTEED. SEND FOR CATALOG**

## Embossed Business Stationery

Printed from Steel Dies  
Send for Samples

*Engraved Cards.*

We engrave a one-line plate and furnish 100 engraved cards, postpaid. Engraved in script, \$1.25; block, \$1.50; solid Roman, old English or French script, \$1.75; shaded old English or block, \$2.00; shaded Roman or French script, \$2.25. Cash to be sent with order. Best stock used. Monogram stationery. Wedding and business announcements.

**The American Embossing Co.**  
192-69 SENECA STREET, BUFFALO, N. Y.



## \$3,000 to \$10,000 Per Year For You

I can make you prosperous. If you want to earn more money—if you want to establish yourself in an independent business requiring no capital—send me your name and address on coupon below (or a postal will do) and I will mail you, free, our **Big 62-Page Book**, fully explaining just how you can fit yourself to earn big money in the

**Real Estate, Brokerage and Insurance Business.** Our thoroughly tested successful system not only equips you fully on every point of Real Estate, Brokerage and Insurance, we also give you, free, a valuable course in Commercial Law. Our Free Book is of great interest to anyone, but is of vital importance to Clerks, Book Keepers, Salesmen, Agents, Solicitors and others who are ambitious to be in a good paying business of their own.

**International Realty Corp., 449 Manhattan Bldg., Chicago**  
Successors to The Cross Co. and H. W. Cross & Co.

**This Book Shows You How to Succeed in Real Estate, Brokerage and Insurance**



Send no money, but merely your name and address on a postal or on the Coupon below.

NAME \_\_\_\_\_  
ADDRESS \_\_\_\_\_

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"



# PRACTICAL BUSINESS BOOKS!

Examine the List—Select Those That Will  
Help You—Mail Your Order Today

## Authorized American Edition of DICKSEE'S AUDITING

Revised and Enlarged  
By Robert H. Montgomery, C. P. A.

The acknowledged authority in both England and America on all subjects connected with auditing. The present edition retains all the valuable matter of the first edition, revised and brought up to date, and in addition over 200 pages of entirely new matter. The subject treatment is (1) Auditing—Up to the Trial Balance; (2) Methods of Account; (3) Special Considerations in Different Classes of Audit; (4) Auditing—From Trial Balance to Balance Sheet; (5) Forms of Account and Balance Sheets; (6) What Are Profits? (7) The Attitude of the Auditor; (8) The Liabilities of Auditors; (9) Investigations; (10) Interest; (11) Professional Ethics; (12) C. P. A. Examination Questions. Contains 100 pages of model forms of Balance Sheets, Income and Profit and Loss Accounts, etc., etc. 6 x 9. 586 pages. 1909. Durable cloth, gold stamped. \$5.00 delivered.

## CORPORATE FINANCE and ACCOUNTING

By H. C. Bentley, C. P. A.

Every corporation treasurer and accountant should possess this book. It is a complete working manual covering the daily duties of these officials. In six parts, as follows: (1) The corporation treasurer, his legal status, the requirements of his office, his duties, powers and liabilities, his relation to corporate affairs in general, his bonding; (2) An extended exposition of the methods and forms for practical corporate accounting, describing the various forms of books and entries; (3) Corporate finances, including funds in general, bank deposits, checks and dividends; (4) Negotiable instruments, their nature and requisites, their general and special liabilities, their collection; (5) Corporate securities; (6) 44 model legal forms for signatures, checks, receipts, resolutions and certifications. 6 x 9. Buckram. 500 pp. \$4.00 delivered.

## A Manual of CORPORATE MANAGEMENT

By Thos. Conynghon of the N. Y. Bar

No corporation official can really afford to be without this book. It can be found immediately a clear, accurate, non-technical answer to any question concerning the legal side of corporate management. Tells the purposes, scope, and uses of the Charter and By-Laws; the rights, duties, powers and liabilities of Officers, Directors, and Stockholders under all circumstances; explains fully the issuance, sale, record and transfer of stock; tells how to conduct meetings; how to keep all books of record; and discusses such important matters as Committees, Dividends, Consolidations, Re-organization, etc. A safe guide in any state. Contains also over 200 model legal forms, covering practically every matter in corporation work requiring a form. Third Edition. 1909. 6 x 9. Buckram binding. \$3.50 delivered.

## CONDITIONAL SALES

By F. B. Haring of the Buffalo Bar

No concern which makes credit sales should be without this book. It states clearly the requirements for a valid contract of conditional sale in every state of the Union, whereby title to goods sold is retained in the vendor until payment has been made. This information is arranged under uniform headings giving Legal Status of Contracts, how to execute them, acknowledgement or proof required, recording or filing necessary, recording fee, renewals, discharge, Landlord's lien, criminal liability of vendee, action for money judgment, claim on fixtures, when vendor or vendee loses, etc. Approved forms of contracts, acknowledgements, etc. Used as a guide by hundreds of the largest concerns in the country. "Send us another copy," say Lyon & Healy, Chicago. 6 x 9. Buckram. 1909. \$5.00 delivered.

## A Manual of CORPORATE ORGANIZATION

By Thos. Conynghon of the N. Y. Bar

Explains clearly and in detail every step necessary for the organization and incorporation of a new company or the reorganization of an old one. Describes ends sought by incorporation: stock subscription lists and contracts; tells where to incorporate and the expense; detailed explanation of capitalization and the stock system and the status of stockholders; describes the nature and functions of the Charter and By-laws; tells how to conduct meetings; how to elect officers and directors, and defines their duties, powers and liabilities; full information for the protection of minority interests, protection of an inventor, underwriting, promoters, etc., etc. Accurate, authoritative, up-to-date, and entirely free from legal technicalities. Second Ed. 1908. 6 x 9. Buckram. \$3.00 delivered.

## FINANCING an ENTERPRISE

By Francis Cooper

A practical two-volume work telling how to secure capital and successfully promote a business enterprise of any kind. Vol. I describes conditions necessary for successful financing; tells how to investigate, protect, and capitalize an enterprise, discusses experimental work and model making. Vol. II tells best methods for securing money, privately, or publicly, by advertising; how to write a prospectus. Important chapters on stocks, bonds, incorporation, underwriting, etc. Written from 15 years' promoting experience. Only reliable work on the subject. Third edition. 1909. 543 pp. Buckram. Both vols. \$4.00 delivered. Either vol. singly \$2.00 delivered.

Complete Descriptive Circular of Any Book on Request

## THE RONALD PRESS COMPANY

Publishers of Business Books, and of  
THE BUSINESS WORLD, a magazine of Practical Business

Rooms 14-20  
229 Broadway, New York

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# Increase Your A•R•E•A

The following books are recommended by The Sheldon School for home reading and can be purchased from The Sheldon University Press, Libertyville, Illinois.

|                                                                            |         |
|----------------------------------------------------------------------------|---------|
| Art of Writing and Speaking the English Language; 4 Vols.....              | \$ 2.00 |
| As a Man Thinketh. Paper, 15 cents; cloth, 50 cents.....                   | 2.50    |
| A. B. Z. of Our Own Nutrition.....                                         | 1.00    |
| American Commonwealth .....                                                | 1.75    |
| Art of Living Long.....                                                    | 1.50    |
| Art of Living in Good Health.....                                          | 1.35    |
| Art of Science of Advertising.....                                         | 2.00    |
| Art of Thinking.....                                                       | 1.00    |
| Adam Bede .....                                                            | 1.00    |
| As a Matter of Course.....                                                 | 1.00    |
| Auto Suggestion .....                                                      | 1.00    |
| Backbone, Ribbon-tied, Art Binding, 50 cents; Limp Leather, [de luxe]..... | 1.00    |
| Boy Wanted .....                                                           | 1.25    |
| Back in Harness.....                                                       | .50     |
| Brain Power Manual.....                                                    | 2.00    |
| Brain and Personality.....                                                 | 1.30    |
| Browning's Poems .....                                                     | .60     |
| Bryant's Poems .....                                                       | .75     |
| Business Law .....                                                         | 1.00    |
| Business Power.....                                                        |         |
| Business Short Cuts.....                                                   | 1.00    |
| Caxton Brochures .....                                                     | .14     |
| A Certain Rich Man.....                                                    | 1.50    |
| Character .....                                                            | 1.00    |
| Character Reader Vaughns.....                                              | 1.00    |
| Character Reader Symes.....                                                | .50     |
| The Clerk's Book.....                                                      | .25     |
| Story of Creation.....                                                     | 1.25    |
| Primer of Logic.....                                                       | .50     |
| Common Sense of the Exact Sciences.....                                    | 1.50    |
| Corporate Management .....                                                 | 3.00    |
| Compendium of All Card Systems.....                                        | 3.00    |
| Corporate Organization .....                                               | 3.00    |
| Correspondence Course .....                                                | 15.00   |
| Cosmic Consciousness.....                                                  | 4.00    |
| Creative Imagination .....                                                 | 1.75    |
| Credit and its Uses.....                                                   | 1.50    |
| The Crisis.....                                                            | 1.50    |
| David Copperfield.....                                                     | 1.00    |
| David Harum .....                                                          | 1.50    |
| Darrow's Farmington.....                                                   | 1.50    |
| Dictionary of English Synonyms.....                                        | 2.00    |
| Deserted Village .....                                                     | .50     |
| Dictionary of Philosophy and Psychology.....                               | 16.00   |
| Dictionary of Philosophy.....                                              | 10.00   |
| Diseases of the Will.....                                                  | .75     |
| The Doors of Life.....                                                     | 1.00    |
| The Dore Lectures.....                                                     |         |
| Duty .....                                                                 | 1.00    |

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"



# PRACTICAL BUSINESS BOOKS!

Examine the List—Select Those That Will  
Help You—Mail Your Order Today

## Authorized American Edition of DICKSEE'S AUDITING

Revised and Enlarged  
By Robert H. Montgomery, C. P. A.

The acknowledged authority in both England and America on all subjects connected with auditing. The present edition retains all the valuable matter of the first edition, revised and brought up to date, and in addition *over 200 pages of entirely new matter*. The subject treatment is (1) Auditing—Up to the Trial Balance; (2) Methods of Account; (3) Special Considerations in Different Classes of Audit; (4) Auditing—From Trial Balance to Balance Sheet; (5) Forms of Account and Balance Sheets; (6) What Are Profits? (7) The Attitude of the Auditor; (8) The Liabilities of Auditors; (9) Investigations; (10) Interest; (11) Professional Ethics; (12) C. P. A. Examination Questions. Contains 100 pages of model forms of Balance Sheets, Income and Profit and Loss Accounts, etc., etc. 6 x 9, 586 pages. 1909. Durable cloth, gold stamped. \$5.00 delivered.

## CORPORATE FINANCE and ACCOUNTING

By H. C. Bentley, C. P. A.

Every corporation treasurer and accountant should possess this book. It is a complete working manual covering the daily duties of these officials. In six parts, as follows: (1) The corporation treasurer, his legal status, the requirements of his office, his duties, powers and liabilities, his relation to corporate affairs in general, his bonding; (2) An extended exposition of the methods and forms for practical corporate accounting, describing the various forms of books and entries; (3) Corporate finances, including funds in general, bank deposits, checks and dividends; (4) Negotiable instruments, their nature and requisites, their general and special liabilities, their collection; (5) Corporate securities; (6) 44 model legal forms for signatures, checks, receipts, resolutions and certifications. 6 x 9. Buckram. 500 pp. \$4.00 delivered.

## A Manual of CORPORATE MANAGEMENT

By Thos. Conyngham of the N. Y. Bar

No corporation official can really *afford* to be without this book. It can be found immediately a clear, accurate, non-technical answer to any question concerning the legal side of corporate management. Tells the purposes, scope, and uses of the Charter and By-Laws; the rights, duties, powers and liabilities of Officers, Directors, and Stockholders under all circumstances; explains fully the issuance, sale, record and transfer of stock; tells how to conduct meetings; how to keep all books of record; and discusses such important matters as Committees, Dividends, Consolidations, Re-organization, etc. A safe guide in any state. Contains also over 200 model legal forms, covering practically every matter in corporation work requiring a form. Third Edition. 1909. 6 x 9. Buckram binding. \$3.50 delivered.

## CONDITIONAL SALES

By F. B. Haring of the Buffalo Bar

No concern which makes credit sales should be without this book. It states clearly the requirements for a valid contract of conditional sale in every state of the Union, whereby title to goods sold is retained in the vendor until payment has been made. This information is arranged under uniform headings giving Legal Status of Contracts, how to execute them, acknowledgement or proof required, recording or filing necessary, recording fee, renewals, discharge, Landlord's lien, criminal liability of vendee, action for money judgment, claim on fixtures, when vendor or vendee loses, etc. Approved forms of contracts, acknowledgements, etc. Used as a guide by hundreds of the largest concerns in the country. "Send us another copy," say Lyon & Healy, Chicago. 6 x 9. Buckram. 1909. \$5.00 delivered.

## A Manual of CORPORATE ORGANIZATION

By Thos. Conyngham of the N. Y. Bar

Explains clearly and in detail every step necessary for the organization and incorporation of a new company or the reorganization of an old one. Describes ends sought by incorporation: stock subscription lists and contracts; tells where to incorporate and the expense; detailed explanation of capitalization and the stock system and the status of stockholders; describes the nature and functions of the Charter and By-laws; tells how to conduct meetings; how to elect officers and directors, and defines their duties, powers and liabilities; full information for the protection of minority interests, protection of an inventor, underwriting, promoters, etc., etc. Accurate, authoritative, up-to-date, and entirely free from legal technicalities. Second Ed. 1908. 6 x 9. Buckram. \$3.00 delivered.

## FINANCING an ENTERPRISE

By Francis Cooper

A practical two-volume work telling how to secure capital and successfully promote a business enterprise of any kind. Vol. I describes conditions necessary for successful financing; tells how to investigate, protect, and capitalize an enterprise, discusses experimental work and model making. Vol. II tells best methods for securing money, privately, or publicly, by advertising; how to write a prospectus. Important chapters on stocks, bonds, incorporation, underwriting, etc. Written from 15 years' promoting experience. Only reliable work on the subject. Third edition. 1909. 543 pp. Buckram. Both vols. \$4.00 delivered. Either vol. singly \$2.00 delivered.

Complete Descriptive Circular of Any Book on Request

## THE RONALD PRESS COMPANY

Publishers of Business Books, and of  
THE BUSINESS WORLD, a magazine of Practical Business

Rooms 14-20  
229 Broadway, New York

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# Increase Your A+R+E+A

The following books are recommended by The Sheldon School for home reading and can be purchased from The Sheldon University Press, Libertyville, Illinois.

|                                                                            |         |
|----------------------------------------------------------------------------|---------|
| Art of Writing and Speaking the English Language; 4 Vols.....              | \$ 2.00 |
| As a Man Thinketh. Paper, 15 cents; cloth, 50 cents.....                   | 2.50    |
| A. B. Z. of Our Own Nutrition.....                                         | 1.00    |
| American Commonwealth .....                                                | 1.75    |
| Art of Living Long.....                                                    | 1.50    |
| Art of Living in Good Health.....                                          | 1.35    |
| Art of Science of Advertising.....                                         | 2.00    |
| Art of Thinking.....                                                       | 1.00    |
| Adam Bede .....                                                            | 1.00    |
| As a Matter of Course.....                                                 | 1.00    |
| Auto Suggestion .....                                                      | 1.00    |
| Backbone, Ribbon-tied, Art Binding, 50 cents; Limp Leather, [de luxe]..... | 1.00    |
| Boy Wanted .....                                                           | 1.25    |
| Back in Harness.....                                                       | .50     |
| Brain Power Manual.....                                                    | 2.00    |
| Brain and Personality.....                                                 | 1.30    |
| Browning's Poems .....                                                     | .60     |
| Bryant's Poems .....                                                       | .75     |
| Business Law .....                                                         | 1.00    |
| Business Power.....                                                        |         |
| Business Short Cuts.....                                                   | 1.00    |
| Caxton Brochures .....                                                     | .14     |
| A Certain Rich Man.....                                                    | 1.50    |
| Character .....                                                            | 1.00    |
| Character Reader Vaughns.....                                              | 1.00    |
| Character Reader Symes.....                                                | .50     |
| The Clerk's Book.....                                                      | .25     |
| Story of Creation.....                                                     | 1.25    |
| Primer of Logic.....                                                       | .50     |
| Common Sense of the Exact Sciences.....                                    | 1.50    |
| Corporate Management .....                                                 | 3.00    |
| Compendium of All Card Systems.....                                        | 3.00    |
| Corporate Organization .....                                               | 3.00    |
| Correspondence Course .....                                                | 15.00   |
| Cosmic Consciousness.....                                                  | 4.00    |
| Creative Imagination .....                                                 | 1.75    |
| Credit and its Uses.....                                                   | 1.50    |
| The Crisis.....                                                            | 1.50    |
| David Copperfield.....                                                     | 1.00    |
| David Harum .....                                                          | 1.50    |
| Darrow's Farmington.....                                                   | 1.50    |
| Dictionary of English Synonyms.....                                        | 2.00    |
| Deserted Village.....                                                      | .50     |
| Dictionary of Philosophy and Psychology.....                               | 16.00   |
| Dictionary of Philosophy.....                                              | 10.00   |
| Diseases of the Will.....                                                  | .75     |
| The Doors of Life.....                                                     | 1.00    |
| The Dore Lectures.....                                                     |         |
| Duty .....                                                                 | 1.00    |

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# THE BUSINESS PHILOSOPHER

|                                                                         |      |
|-------------------------------------------------------------------------|------|
| Elementary Lessons in Electricity and Magnetism.....                    | 1.40 |
| Education of the Will.....                                              | 1.50 |
| Elegy in a Country Churchyard.....                                      | .75  |
| Empire of Business.....                                                 | 3.00 |
| Emerson's Poems.....                                                    | .60  |
| Essay on the Creative Imagination.....                                  | 1.75 |
| Essentials of Elocution.....                                            | 1.25 |
| Everyman Magazine.....                                                  | 1.00 |
| Everyman a King.....                                                    | 1.00 |
| Evolution of General Ideas.....                                         | 1.25 |
| Evolution of the Soul.....                                              | 1.50 |
| Fiction.....                                                            | 1.50 |
| Financial Advertising.....                                              | 5.00 |
| Financing an Enterprise.....                                            | 4.00 |
| First Lessons in Finance.....                                           | 1.25 |
| Food and Dietetics.....                                                 | 3.00 |
| Form Paragraph Letter Writer.....                                       | 3.00 |
| Franklin's Biography.....                                               | 1.50 |
| Freedom of Life.....                                                    | 1.00 |
| Funds and Their Uses.....                                               | 1.25 |
| Ginger Talks.....                                                       | 2.00 |
| Good English Form Book.....                                             | 1.00 |
| God's Good Man.....                                                     | 1.50 |
| Grant.....                                                              | .75  |
| Hamlet.....                                                             | .25  |
| Hand Book of Oratory.....                                               | 3.50 |
| Happiness as Found in Forethought.....                                  | 1.00 |
| Harmonics of Evolution.....                                             | 2.00 |
| He Can, Who Thinks He Can.....                                          | 1.00 |
| Help Essays.....                                                        | .40  |
| History and Power of Mind.....                                          | 2.00 |
| History of Sculpture.....                                               | 1.50 |
| History of Architecture.....                                            | 2.00 |
| History of Modern Banks.....                                            | 4.00 |
| History of Paintings.....                                               | 1.50 |
| History of United States.....                                           | 1.00 |
| Homer's Illiad.....                                                     | 1.00 |
| Homer's Odyssey.....                                                    | 1.00 |
| House of Seven Gables.....                                              | 1.00 |
| How to Advertise a Retail Store.....                                    | 3.50 |
| How to Become Quick at Figures.....                                     | 1.00 |
| How to Develop Power and Personality.....                               | 1.25 |
| How to do Business as Business is Done in Great Commercial Centers..... | 1.00 |
| How to do Business by Letter.....                                       | 1.00 |
| How to Get Strong.....                                                  | 1.00 |
| How to Grow Success.....                                                | .50  |
| How They Succeeded.....                                                 | 1.50 |
| Huckleberry Finn.....                                                   | 1.75 |
| Human Culture.....                                                      | 1.20 |
| Human Nature Explained.....                                             | 1.00 |
| Humanism.....                                                           | 2.75 |
| Influence of Mind.....                                                  | .75  |
| Inspired Millionaires.....                                              | 1.25 |
| An Introductory Logic.....                                              | 1.10 |
| In Tune With the Infinite.....                                          | 1.25 |
| Jiu Jitsu.....                                                          | 1.00 |
| John Martin's Clerks.....                                               | .25  |
| Julius Caesar.....                                                      | .20  |
| Lady of the Lake.....                                                   | 2.00 |
| Law of Mental Medicine.....                                             | 1.00 |
| Law of Psychic Phenomena.....                                           | 1.50 |
| Law of Suggestion.....                                                  | .75  |

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# THE BUSINESS PHILOSOPHER

|                                                                          |        |
|--------------------------------------------------------------------------|--------|
| The Leopard's Spots.....                                                 | .75    |
| Treasures of Truth, Art Boards, 75 cents; [de luxe].....                 | 1.00   |
| Les Miserables.....                                                      | 1.00   |
| Letters From a Baseball Fan to His Son, Art Binding.....                 | .50    |
| Letters of a Self Made Merchant to His Son.....                          |        |
| Abraham Lincoln .....                                                    | .75    |
| Lincoln and Other Poems.....                                             | 1.00   |
| Lippincott's Reader's Reference.....                                     | \$9.00 |
| Longfellow's Poems.....                                                  | 1.00   |
| The Making of the Great West.....                                        | 1.50   |
| Making of a Man.....                                                     | 1.25   |
| Making of a Merchant.....                                                | 1.50   |
| Making the Man Who Can.....                                              | .50    |
| Man Limitless.....                                                       | 1.25   |
| Manufacturing Costs.....                                                 | 2.00   |
| Man With the Hoe and Other Poems.....                                    | 1.00   |
| Marble Faun.....                                                         | 1.50   |
| Measure of Man.....                                                      | 1.20   |
| Memory Culture.....                                                      | 1.00   |
| Merchant of Venice.....                                                  | .20    |
| Mind's Attainment.....                                                   | 2.00   |
| Mind Power and Privileges.....                                           | 1.50   |
| Mind Training and Concentration.....                                     | 2.00   |
| Modern Advertising.....                                                  | 1.62   |
| Modern Bank.....                                                         | 1.50   |
| Modern Corporation.....                                                  | 2.00   |
| My Lady Beautiful.....                                                   | 1.10   |
| Mental Addition Simplified.....                                          | .50    |
| My Little Book of Prayer.....                                            | .50    |
| New Glutton and Epicure.....                                             | 1.00   |
| New Man and the 20th Century Problem.....                                | .25    |
| New Menticulture.....                                                    | 1.00   |
| Next Step in Evolution.....                                              | .50    |
| Ol' Doc Lint and Other Poema, Art Cloth, \$1.00; Leather, [de luxe]..... | 2.00   |
| Optimism .....                                                           | .75    |
| Organic Evolution.....                                                   | 2.00   |
| Othello .....                                                            | .56    |
| Other Wise Men.....                                                      | .80    |
| Outline of Cosmic Philosophy.....                                        | 8.00   |
| Our Invisible Supply.....                                                | 2.00   |
| Partnership Relations.....                                               | 2.00   |
| Perfect Health.....                                                      | 1.00   |
| Paths to Powers.....                                                     | 1.00   |
| Physiology of the Senses.....                                            | 1.50   |
| Plutarchs Lives.....                                                     | 1.50   |
| Politics for Young Americans.....                                        | .75    |
| Power of Success.....                                                    | 10.00  |
| Power Thru Repose.....                                                   | 1.00   |
| Power of Will.....                                                       | 3.18   |
| Practical Journalism.....                                                | 1.25   |
| Principles of the Mail Order Business.....                               | 1.00   |
| The Promoters.....                                                       | .75    |
| Psychological Principals of Education.....                               | 1.75   |
| Prosperity Thru Thot Force.....                                          | 1.00   |
| Psychology of Attention.....                                             | .75    |
| Psychology of Advertising.....                                           | 2.00   |
| Psychic Treatment.....                                                   | 3.00   |
| Psychology .....                                                         | 1.60   |

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

## THE BUSINESS PHILOSOPHER

|                                            |      |
|--------------------------------------------|------|
| Psychology of the Emotions.....            | 1.50 |
| Psychological Principals of Education..... | 1.75 |
| Psychology of Public Speaking.....         | 1.25 |
| Psychology of Suggestion.....              | 1.75 |
| Pushing Your Business.....                 | 1.00 |
| Riley's Poems .....                        |      |
| Romeo and Juliet.....                      | .56  |
| Rules of Order.....                        | .75  |
| Right and Wrong Thinking.....              | 1.50 |
| Ropp's Commercial Calculator .....         | 1.00 |
| Sales Plans .....                          | 2.50 |
| Sales Promotion.....                       | 1.00 |
| Scarlet Letter .....                       | 1.00 |
| Science of Organization .....              | 3.00 |
| Six Hundred Talking Points; 2 Vols.....    | 4.00 |
| Scientific Living.....                     |      |
| Scott's Poems .....                        | 1.75 |
| Self Culture.....                          | 1.00 |
| Self Help.....                             | 1.00 |
| Soul of Man .....                          | 1.50 |
| The Steam Engine.....                      | 3.75 |
| The Story of Creation.....                 | 1.25 |
| The Story of Electricity.....              | .35  |
| Story of a Grain of Wheat.....             | 1.00 |
| Story of The Mind.....                     | .35  |
| Story of a Piece of Coal.....              | .35  |
| Success in Letter Writing.....             | 1.00 |
| 100,000 Synonyms and Antonyms.....         | 1.00 |
| Talks by the Old Storekeeper.....          | .50  |
| Talks on Writing English.....              | 1.50 |
| Talks on Writing English.....              | 1.30 |
| The Great Work.....                        | 2.00 |
| Great Psychological Crime.....             | 2.00 |
| The Tempest.....                           | .56  |
| Thot Force.....                            | 1.00 |
| Thought Vibration .....                    | 1.00 |
| Thoughts on Business.....                  | 1.25 |
| Thusnelda .....                            | .75  |
| Tennyson's Poems.....                      | .60  |
| That Last Waif.....                        | 1.00 |
| Theory of Advertising .....                | 2.00 |
| The Theory of Business Enterprise.....     | 1.50 |
| Transaction of Business.....               | 1.00 |
| 20th Century Dictionary.....               |      |
| Uncooked Foods.....                        | 1.00 |
| Unwritten Meanings of Words.....           | 2.00 |
| Washington, George .....                   | .75  |
| Whittier Poems .....                       | 1.50 |
| Works and Days.....                        | 1.25 |
| Wood Study .....                           | .50  |
| Words, Their Use and Abuse.....            | 2.00 |
| Wordsworth's Poems .....                   | 1.75 |
| Worth While Series.....                    | .35  |
| The Young Man's Affairs.....               | 1.00 |
| The Young Man and the World.....           | 1.62 |

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# If These Men Know it, Don't ? You Want to Know it Too ..... ?

PROF. FLOURNOY, of the University of Geneva, Switzerland, says of it: "We have nothing so well done in French."

PROF. RICHET, of Paris, France—"I have read it with the keenest interest."

PROF. MAX DESOIR, of Berlin, Germany—"I was especially pleased with its sound, original ideas."

PROF. SCHILLER, of Corpus Christi College, Oxford, England—"I was particularly pleased with this book."

DR. VAN EEDEN, Amsterdam, Holland—"The sort of a book I considered absolutely necessary for the enlightenment of the public on this important subject."

PROF. BARRETT, of the Royal College of Sciences for Ireland—"I trust this work will really have the wide circulation it deserves."

SIR WILLIAM CROOKES, F. R. S., of London—"This book should be read with the utmost interest and care."

DR. I. K. FUNK, of Funk and Wagnalls, New York—"A strong book on a most vital subject."

MORTON C. PRINCE, M. D., of Boston—"I am sure it is destined to do a great deal of good."

HON. LYMAN J. GAGE, banker, ex-secretary of the U. S. treasury—"It has made good its purpose, which cannot be said of all books."

PROF. EIMER GATES, of Washington, D. C.—"It is the best simple statement of the subject extant."

REV. SAMUEL FALLOWS, D. D., LL. D., Presiding Bishop Episcopal Church, Chicago—"Practical, reliable, and has rendered a great service to the world."

REV. NEWELL DWIGHT HILLIS, D. D., Brooklyn, N. Y.—"Fills a real want. All persons will find it most suggestive and helpful."

REV. H. W. THOMAS, D. D., Ph. D., Chicago—"It reaches the heights of a singular power over its readers. There is certainly coming, and very near, a new birth of life."

ELBERT HUBBARD, East Aurora, N. Y.—"It shows a sure insight into the heart of things that is bound to make the world better."

## *What Are They Talking About?*

About a New Book by Dr. Stanley  
LeFevre Krebs entitled

# "The Law of Suggestion"

If you wish we can get a copy for you, cloth-bound, post-paid,  
for 75 cents. (Stamps, check or money-order.)

**Sheldon University Press, Libertyville, Illinois**



**W**HEN a man rises  
to universal con-  
sciousness, he sees  
that, being a part of one  
great whole, he cannot  
injure others without  
injuring himself, and,  
indeed, that he cannot  
injure himself without  
injuring others.—*Sheldon*



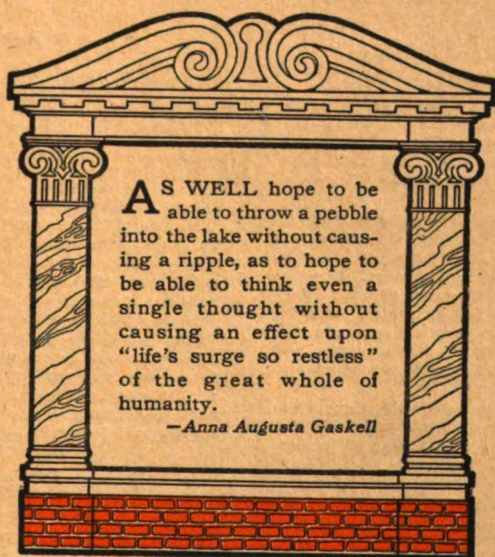
NOV 18 1910

DECEMBER, 1910

Gen. Lib.

PRICE 20 CENTS

# *The* BUSINESS PHILOSOPHER



ARTHUR·FREDERICK·SHELDON  
EDITOR

SHELDON·UNIVERSITY·PRESS  
LIBERTYVILLE·ILLINOIS



# 33 $\frac{1}{3}$ Per Cent Discount

**I**N ORDER to move an enormous quantity of the paper bound books of James Allen's writings we are offering the above discounts on all orders for ten or more copies. This discount will hold good only on orders received by us before December 10, 1910. Rush orders to us at once. We will make shipment on any date specified by you.

## The Four Great Books of Power

Make most excellent Christmas Gifts and we will forward them to different addresses if you wish.

### As a Man Thinketh

BY JAMES ALLEN

Sold by some to be one of the most powerful books on Self-Building and Thought-Mastery ever published. Note the contents: Thought and Character. Effect of Thought on Circumstances. Effect of Thought on Health and the Body. Thought and Purpose. The Thought Factor and Achievement. Visions and Ideals. Serenity.

We say it reverently, this little book is worthy of Emerson. It is a prose poem, yet it is for the constant, every-day use of men and women who toil with head and hands, and love with hearts, in the midst of stress and burden-bearing. Here the author makes beautifully clear the power of thought, and throws a light on the way to its right application. Of it he says, in his foreword: "This little volume (the result of meditation and experience) . . . is suggestive rather than explanatory, its object being to stimulate men and women to the discovery that

"They themselves are makers of themselves by virtue of the thoughts which they choose and encourage."

A noble and Godlike character is not a thing of favor or chance, but is the natural result of continued effort in right thinking."

—James Allen.

### Morning and Evening Thoughts

BY JAMES ALLEN

Being some of the choice meditations of James Allen, lovingly gathered from his writings and compiled by Lilly L. Allen and others.

Of these thoughts, the compiler says:

"Knowing, as I do, the writer as no one else knows him; seeing him as I have, for many years under all circumstances—in hours of work and leisure, in the days of joy and sorrow, in the sunshine and in the cloud—I know that these writings are not the words of an idle brain, nor are they gathered from other writings, nor picked up here and there, but they are the deep experiences of his heart, and were first lived and then written."

There are several choice selections, both prose and poetry, for each day of the month. A book to be carried next the heart. A book that wins the heart. This book should be a companion to every one wishing to develop his earning powers.

"The Universe is gift with goodness and strength, and it protects the good and strong." James Allen.

### Out From the Heart A Sequel to As a Man Thinketh

BY JAMES ALLEN

"Make pure thy heart, and thou wilt make thy life Rich, sweet, and beautiful, unmarred by strife; Guard well thy mind, and, noble, strong, and free Nothing shall harm, disturb, or conquer thee; For all thy foes are in thy heart and mind, There also thy salvation thou wilt find."

Thus writes the author on the title page of this simple and heart-searching little book. These words breathe the optimistic tone of the pages that follow. And through the truths presented, thousands have received the inspiration to the first steps in enlightenment and freedom. The author has not only given the inspiration, but shown the way. The directions on the formation of habit are invaluable.

You may search, but you will not find better books to give your children, your pupils, your business associates, and those who, in subordinate positions, are co-operating with you to make your business a success, than "As a Man Thinketh," and its sequel, "Out From the Heart."

### Through the Gate of Good or, Christ and Conduct

BY JAMES ALLEN

"This book is an interpretation of the mission and teaching of Jesus in the light of self-perfection by noble moral conduct, based upon the truth that spiritual enlightenment and the practice of virtue are identical. An illuminating commentary on present-day trends of thought, vital and valuable. In it Mr. Allen deals with The Gate and the Way, The Law and the Prophets, The Yoke and the Burden, The Word and the Door, The Vine and the Branches, and Salvation this Day—here and now. A companionable book.

"The essential difference between a wise man and a fool is that the wise man controls his thinking, the fool is controlled by it."—James Allen.

"That Jesus subordinated his own will to the will of the Father, it is inspiring to know, but it is not sufficient; it is necessary that you, too, should likewise subordinate your will to that of the over-ruling Good. The grace and beauty and goodness that were in Jesus can be of no value to you unless they are also in you, and they can never be in you unless you practice them, for, apart from doing, the qualities which constitute Goodness do not, so far as you are concerned, exist."—James Allen, in "Through the Gate of Good."

*Regular Price Fifteen Cents per Copy*

**Sheldon University Press, Libertyville, Illinois**

ARTHUR F. SHELDON  
EDITOR-IN-CHIEF

# CONTENTS

ARTHUR W. NEWCOMB  
MANAGING EDITOR

SHELDON'S BUSINESS PHILOSOPHER AND SALESMANSHIP

DECEMBER, 1910

|                                                                 |                     |
|-----------------------------------------------------------------|---------------------|
| EARA .....                                                      | <i>Frontispiece</i> |
| EDITORIAL .....                                                 | 699                 |
| <i>By A. F. Sheldon</i>                                         |                     |
| SHE NEVER CAME BACK—WOULD YOU?—SOME TRUE STORIES .....          | 705                 |
| <i>By Russel Wilmot</i>                                         |                     |
| RUMINATIONS .....                                               | 708                 |
| <i>By Stephen B. French</i>                                     |                     |
| THE LAW OF COLOR APPLIED TO HUMAN CHARACTER.....                | 709                 |
| <i>By Dr. Katherine M. H. Blackford</i>                         |                     |
| DO IT NOW—CLEAR UP YOUR "UNFINISHED BUSINESS" TODAY .....       | 715                 |
| <i>By George W. Wilke</i>                                       |                     |
| THE QUESTIONS OF SOCRATIC.....                                  | 717                 |
| <i>By Arthur W. Newcomb</i>                                     |                     |
| WHAT ONE SALESMAN THINKS OF THE MAIL ORDER BUSINESS .....       | 722                 |
| <i>By O. J. Vogt</i>                                            |                     |
| PATRICK DELANY—THE MAN WHO GAVE US THE ELECTRIC MAIL .....      | 723                 |
| <i>By James E. Clark</i>                                        |                     |
| DOING THE WORK THAT YOU LIKE—HOW TO PREPARE FOR IT .....        | 727                 |
| <i>By Leonard W. Smith</i>                                      |                     |
| FOOLS AND THEIR MONEY—A FINANCIAL JOKE ON THE INVESTORS .....   | 729                 |
| <i>By Thomas Dreier</i>                                         |                     |
| ENERGY—THE DOMINANT KEYNOTE IN LIFE'S SUCCESS SYMPHONY .....    | 735                 |
| <i>By Bertha A. Loeb</i>                                        |                     |
| SOME RANDOM COMMENTS ON SALESMANSHIP AND ADVERTISING .....      | 737                 |
| <i>By George H. Eberhard</i>                                    |                     |
| MAN'S BULWARKS—COURAGE, PERSISTENCY AND DETERMINATION .....     | 740                 |
| <i>By T. B. Hutton</i>                                          |                     |
| SOME PERTINENT REMARKS TO THE SEEKERS FOR SUCCESS IN LIFE ..... | 743                 |
| <i>By W. H. Tennyson</i>                                        |                     |
| OUR BUSINESS BOYS AND WHAT WE DO WRONGLY TO THEM.. ..           | 747                 |
| <i>By Joel Blanc</i>                                            |                     |
| WHO IS TO BLAME FOR THE CRIMES OF ALIENS IN AMERICA?....        | 749                 |
| <i>By Griffith J. Griffith</i>                                  |                     |
| LEAVES FROM MY ORDER BOOK.....                                  | 751                 |
| <i>By Morton Mayne</i>                                          |                     |
| VALUE OF AN IDEA—MANY ARE WASTED—HOW ABOUT YOURS? .....         | 754                 |
| <i>By Milton Bejach</i>                                         |                     |
| OLD ORDER CHANGETH—IMPROVETH—IN THE BUSINESS WORLD .....        | 755                 |
| <i>By W. H. Tennyson</i>                                        |                     |
| THE PHILOSOPHER AMONG HIS BOOKS.....                            | 757                 |

Two dollars a year will bring the magazine to anyone in the United States or its possessions, \$2.25 in Canada, and \$2.50 in foreign countries. Requests for "change of address" must reach this office before the tenth of the month in order to insure the proper mailing of the current issue of the magazine. In sending in the new address please give your previous location.

Published by the Sheldon University Press, Libertyville, Illinois

Entered as Second-Class Matter, December 15, 1908, at the Post Office at Libertyville, Illinois, under Act of March 3, 1879. Copyrighted by Sheldon University Press.

# Learn to Size Up Men



DR. KATHERINE M. H. BLACKFORD

research and experiments, and then to formulate the whole into a sane, logical, simple, and practical science. After painstaking application, checking and rechecking, covering many years and travel to all parts of the country, she found that the new science always works out—that it is reliable. She has taught it to thousands of the keenest business men of many cities, particularly New York, Chicago, Philadelphia, Boston, Seattle, St. Paul, and San Francisco. They are using it in their business today with consistent success.

Through all these years, Dr. Blackford committed very little of her science to writing, her work being done entirely by lectures and private instruction. Within the last year, she has written two lessons on the science in the Course in the Science of Business Building, taught by The Sheldon School. With the exception of these, scarcely a word from her pen has appeared in print. Thousands all over the country have called for something authoritative from her, but she has not been ready. NOW, AT LAST,

## THE BUSINESS PHILOSOPHER

has succeeded in making arrangements with her for a series on the subject, to run for an entire year, beginning in the issue for NOVEMBER, 1910.

In this series, Dr. Blackford will tell about the birth of the new science, and of the laws and principles upon which Human Nature Study is founded.

### Dr. Blackford is the Discoverer of

- The Law of Color,
- The Law of Form,
- The Law of Proportion, \*
- The Law of Temperamental Combinations,
- The Law of Texture,
- The Law of Climatic Adaptability,
- The Law of Change of Temperament,
- The Law of Human Chemicals,
- The Application of Scientific Character Analysis to Education,
- The Application of Scientific Character Analysis to the Choice of a Career,
- The Application of Scientific Character Analysis to Salesmanship and Business.

These conclusions are based upon recorded data of twelve thousand subjects personally examined by Dr. Blackford, supplemented by observation of more than thirty thousand.

You can easily see that this is a most important series of articles for business and professional men—for men in every walk of life—the greatest that has been offered to the public for years. *The formulation of the science of Character Analysis is the most important event in the business world since the formulation of the science of Salesmanship.*

Remember, the series began in the November number. Get your subscription in early. Be sure to get the whole series. Two dollars a year; twenty cents a copy.

**The Business Philosopher, Libertyville, Illinois**

**S**HELDON says that your success in life is in proportion to your obedience to four injunctions:

- Know yourself;
- Know your fellow men;
- Know your business;
- Apply your knowledge.

How to know yourself and how to know others are the two big problems. Take one hundred of the greatest successes you know—they are men who solved these two problems. They had to learn by hard knocks and expensive experience.

But today, Science has come to your rescue. It makes human character—your character and that of the other fellow—an open book.

Learn the Science of Character Analysis—then you can read yourself and others as easily as you now read the signs on the store fronts. The color, the form, the proportions, the features, the shape of the head, the texture of the hair and skin, the handshake, the posture, the voice, the walk of any man are the letters that spell to you, when a trained observer, the secrets of his character. The whole sentence is read at a glance.

Phrenology, physiognomy, anthropology, biology, physiology, ethnology, psychology, and the study of temperaments have been steps on the way. But by themselves they are a jargon, so far as any clear voice as to character reading is concerned—at best only the bases for more or less accurate guesses. It remained for

## Dr. Katherine M. H. Blackford

to take these separate sciences, discover their general laws and their relations to one another, to add to them the record of her own extended

### Dr. Blackford Teaches How You Can

- Know your own powers and weaknesses,
- Develop the one and overcome the other,
- Read others at a glance,
- Approach the different types,
- Close with the different types,
- Adapt Education to needs,
- Know the trustworthy and the untrustworthy,
- Choose the right man for the right place,
- Choose the right partners and associates,
- Combine the different men in your organization.

30 Editions Since Publication

# It is Only Once in a Decade, not Oftener, that a Really *Great* Book is Written—this is One

We want you to read Jules Payot's "EDUCATION OF THE WILL," *because it is a great book*. No matter what your present position in life may be, this book will help you to greater achievement—greater success.

**Q** If after reading "The Education of the Will" you tell us that you have not been benefited, have not been inspired to higher, nobler thoughts, have not been clearly directed to a better standard of life, *send the book back to us and we will refund the purchase price paid by you.*

The author, one of the foremost educators of France, proves that character is not wholly a matter of birth or heredity, but that through the education of the will, character can be formed and developed to the highest degree.

All that is necessary is that one possesses the *desire* for mental superiority.

No matter how richly endowed you may be mentally you can only go as far as your *will* will carry you.

If you follow the suggestions in this book you can secure mastery of your will, and that means not only spiritual but worldly supremacy, because your

*will* is the *force* that drives and directs your faculties; the higher its development, the more profitably you may *capitalize* your talents.

While the author's thesis is based upon the soundest laws of psychology, the book is written in plain, frank language, unclouded by abstruse scientific terms, and it is easily understood by the ordinary reader.

Every father and mother should *insist* that their children, from seventeen years of age upward, read this book not only *once* but several times.

**CAUTION**—Be sure that it is *Payot's* book that you buy as there is another book with the same title, but which has no relation to this.

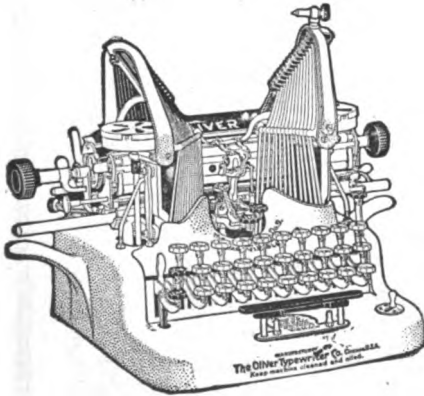
THE EDUCATION OF THE WILL, by Jules Payot, Litt, D, Ph. D., translated from the French by Smith Ely Jelliffe, M. D., Professor Clinical Psychiatry, Fordham University, New York, 12mo, cloth, 450 pages, \$1.50; post-paid, \$1.60.

**Sheldon University Press, Area P. O., Rockefeller, Ill.**

# Seventeen Cents a Day Buys an Oliver Typewriter

This amazing offer—the New Model Oliver Typewriter No. 5 at 17 cents a day—is open to everybody, everywhere.

It's our new and immensely popular plan of selling Oliver Typewriters, on little easy payments. The abandonment of *longhand* in favor of clean, legible, beautiful *typewriting* is the next great step in human progress.



Already—in all lines of business and in all professions—the use of *pen-and-ink* is largely restricted to the writing of *signatures*.

Business Colleges and High Schools, watchful of the trend of public sentiment, are training a vast army of young people in the use of Oliver Typewriters.

The prompt and generous response of the Oliver Typewriter Company to the world-wide demand for *universal typewriting*, gives tremendous impetus to the movement.

The Oliver, with the largest sale of any typewriter in existence, was the logical machine to take the initiative in bringing about the *universal use* of typewriters. It *always* leads.

## Save Your Pennies & Own an Oliver

This "17-Cents-a-Day" selling plan makes the Oliver as easy to *own* as to *rent*. It places the machine within easy reach of every *home*—every *individual*. A man's "cigar money"—a woman's "pin-money"—will buy it.

Clerks on small salaries can now afford to own Olivers. By utilizing spare moments for practice they may fit themselves for more important positions.

School boys and school girls can buy Olivers by saving their *pennies*.

You can buy an Oliver on this plan at the regular catalog price—\$100. A small first payment brings the machine. Then you save 17 cents a day and pay monthly.

And the possession of an Oliver Typewriter enables you to *earn money* to *finish paying* for the machine.

### Mechanical Advantages

The Oliver is the most highly perfected typewriter on the market—hence its 100 per cent efficiency.

Among its scores of conveniences are:

- the Balance Shift
- the Ruling Device
- the Double Release
- the Locomotive Base
- the Automatic Spacer
- the Automatic Tabulator
- the Disappearing Indicator
- the Adjustable Paper Fingers
- the Scientific Condensed Keyboard

### Service Possibilities

The Oliver Typewriter turns out more work—of better quality and greater variety—than any other writing machine. Simplicity, strength, ease of operation and visibility are the corner stones of its towering supremacy in

- Correspondence
- Card Index Work
- Tabulated Reports
- Follow-up Systems
- Manifolding Service
- Addressing Envelopes
- Working on Ruled Forms
- Cutting Mimeograph Stencils

Can You Spend 17 Cents a Day to Better Advantage than in the Purchase of this Wonderful Machine

Write for Special Easy Payment Proposition or See the Nearest Oliver Agent

The Oliver Typewriter Co., The Oliver Typewriter Building Chicago, Illinois

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# Ring the Bell Every Time

**WHAT** is it worth to you to be able to ring the bell every time you strike for a customer's order? What is it worth to you to be able, when he puts forth an objection, to knock that objection sky high with the irresistible force of a selling argument that has been tried and proven by the best salesmen of the best concerns in the world—concerns whose names are household words by reason of the enormous sales these very selling arguments have brought them?

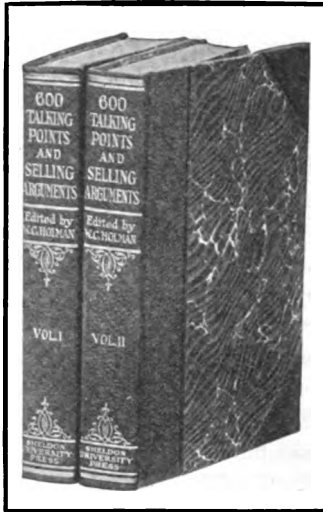
## What is it Worth to You:

—To know in advance the objections your prospect will make and the best answer to each that has ever yet been discovered.

—To have a number of answers (in some cases as many as twenty to thirty) to each objection—all irresistible—600 irresistible selling arguments?

—To know that every one of these arguments has been evolved by years of hard experience—improved and made stronger by constant successful use?

—To know that many of these arguments cost thousands of dollars in experience before they were discovered and perfected—and that many of them have sold millions of dollars worth of goods?



## Every Page Coinable Into Money

A chemical formula written on the back of an envelope may be worth a fortune; a few figures giving the combination to a safe may unlock a door with millions behind it. Every page of this book contains a selling formula that you can coin into ready money. Every one of these 600 irresistible arguments opens a door that will lead you to more sales and more commissions. You could well pay, if you had to, a green-back for every page of this book; but the cost to you is slight.

**Sign This Coupon** —Can you afford to pay one-half cent for an argument that has sold thousands of dollars worth of goods—an argument whose discovery cost hundreds or even thousands of dollars in time and experience and actual money of star salesmen and great concerns.

—An argument that will surely close sales for you—that may clear you a hundred dollars in commissions the first day you use it, and hundreds or even thousands of dollars as you use it over and over again, throughout the entire year and for years to come.

Can you afford to pay one-half cent for what is worth anywhere from \$10.00 to \$1,000.00 in actual money-making power to you?

## Then Sign This Coupon and Mail Today

THE SHELDON UNIVERSITY PRESS, Libertyville, Illinois

Enclosed please find \$4.00 for your Two Big Volumes of Six Hundred Talking Points and Selling Arguments.

Name.....

Address, etc.....

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# Twenty Reasons Why You Should be Planning to Attend the Sheldon Summer School

*First*—You will need a vacation next summer. Every man finds it to his advantage to get away from business cares for a little while at least once a year and relax, recreate, let the cool winds blow the cobwebs out of his brain, and the healing touch of Mother Nature soothe the weariness and ache out of his body.

*Second*—There is no more beautiful place to spend a vacation than on the shores of Lake Eara, amidst the woods and ravines of Sheldonhurst estate. Here is quiet, if you want it, shade, coolness, beauty, and plenty of opportunity for all kinds of outdoor life and exercise.

*Third*—You need to have a good time on your vacation—the kind of time that will make you laugh, loosen up your diaphragm, rub the worry-wrinkles all out of your forehead, and let down all nervous tension, chase all anxious or gloomy thoughts out of your system, and make you a big, rollicking, care-free, irresponsible boy again for awhile. Then the effect will stick, too, and you will feel younger all the rest of the year. And you can have just that kind of a time at Sheldonhurst. They do every year, because the time is right, the place is right, and the people that gather are just that kind of congenial, lively, clean, good fellows and their wives, daughters, and sisters.

*Fourth*—You need to get into touch with new ideas and new ideals. You must either grow or decay. And the only way to grow is by nourishment and use. At the Sheldon Summer School, you will be in touch with more energetic, thoughtful, and progressive business builders than you

will find together in any one place. And you will find them at a time when they have the time and the inclination to swap ideas with you—to give you the benefit of their experience, observation, and study. Add to that the inspiration of mixing with that kind of men and women—the very atmosphere of success—and you have an ideal vacation.

*Fifth*—You will be greatly profited by the lectures and classes in the science of business. Business is a profession, the practice of a science. And you, as a business man, want to know as much as possible about that science, and about the very latest developments of it. The business world acknowledges Sheldon as its leading scientist today.

*Sixth*—You will receive at the Sheldon Summer School personal instruction in the greatest of all arts—the art of developing your own power of personality—your ability, your reliability, your endurance, and your action.

*Seventh*—You will profit at every turn of your life from what you will learn about the Science of Character Analysis—the science that enables you to size up instantly your fellow man, tells you how to handle them to their advantage and yours, and tells you also how to know yourself.

*Eighth*—You will take with you from Sheldonhurst the big advantage of personal instruction in salesmanship, advertising, buying, finance, and other departments of business technique, each given you by men who have proved their powers in these things.

*Ninth*—You will get instruction, entertainment, inspiration, and power from the special lectures by men and women of national reputation. The program for 1911 will be better than that for previous years.

*Tenth*—You will get enjoyment and development out of your participation in the music, the singing, the open-air theatricals, the evening camp-fires, and the games and sports.

*Eleventh*—You will build up reserve power by the splendid appetite that you will bring to the good table prepared for you in the big dining tent three times a day.

*Twelfth*—You will get good, clean fun and plenty of rich, red blood and springy muscle from rowing, canoeing, sailing, swimming, and horseback riding.

*Thirteenth*—You will have your artistic nature nourished and developed by your visits to Ravinia Park, with its great orchestra concerts.

*Fourteenth*—You will have an opportunity to study modern business methods as they are employed in the greatest commercial city on earth, Chicago, only thirty-five miles away.

*Fifteenth*—You can be sure that you will get all these things because the Summer School has already held two most successful sessions—one during the summer of 1909, and the other last summer—1910. Many of those who attended the first also were at the second. The attendance at the second was more than twice as large as that at the first. And everyone went away say-

ing that he had had the greatest time of his life and would surely be here again next summer.

*Sixteenth*—All this, including board, instruction, tent-room, boats, dances, and entertainment is yours for a very small sum. Write to us and we will give you all the particulars. The vacation at Sheldonhurst is an economical one.

*Seventeenth*—You can take home to your friends, business acquaintances, and employes the lessons you learn at the Sheldon Summer School, thus spreading the knowledge of man building and business building. It will benefit others—and you.

*Eighteenth*—With more knowledge, more strongly and positively developed qualities, a stronger physique and a clearer brain, a fresh grip on affairs, many new ideas, a full charge of inspiration and enthusiasm, and renewed courage, what great business you will do in the months following the Summer School!

*Nineteenth*—Doing more and better business, making better and bigger profits, getting more pleasure out of your business, life will be a happier event for you.

*Twentieth*—Having been once to the Sheldon Summer School, you will find that you want to go again and yet again—that you have formed a life habit—and you will want to get as many as possible of your friends to come with you.

In many cities, parties are already making plans to attend the Sheldon Summer School for 1911, which will open Monday, July 3, and close July 15.

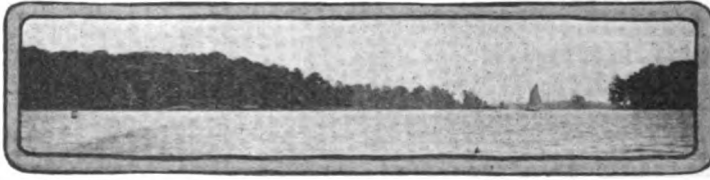
**Are You in on the Party Forming in Your City?**

# The Sheldon Summer School

## LIBERTYVILLE, ILLINOIS

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"





## Eara

Dull and unlovely lay the woodland side,  
Slow, sluggish streams crept through the quiet place,  
The fair trees had no mirror for their pride,  
And sighing shook their rustling draperies.

The thoughtful master heard the landscape's sigh.  
That it gain meaning, beauty, have its will,  
He ordered that the slow streams wand'ring by  
Be gathered to the hollow 'neath the hill.

Ordered—so done. A central charm at last.  
The scene gains vigor, beauty. Joyfully,  
E'er many moons had sped into the past,  
Lay fair Lake Eara dimpling at the sky.

Oh, perfect glades, by Eara made so sweet,  
Since to your bowers her silver mirror came,  
You're like some human life made full, complete,  
By the four letters of Lake Eara's name.

—By *Elizabeth Webb Gaynor*

# The Business Philosopher

A. F. SHELDON, EDITOR

VOLUME VI

DECEMBER, 1910

NUMBER 12

## By the Fireplace

*Where We Talk Things Over*

CAN you take a mental journey? This is our last talk for the year. I wish that you could each of you imagine yourselves actually by this big stone fireplace tonight, so that we might talk over some things of importance intimately and informally.

Just suppose that you are deep in an easy chair, watching the fire-pictures among the logs and the wierd shadows dancing on the walls. Do you get the spicy fragrance of the crackling hickory? See the flames and sparks roaring up the chimney? Feel comfortable and happy?

All right, then. Now we can talk.

When the year begins to draw to a close, we naturally look backward—and forward. It is a time for reports, balance sheets, and figures on the year's business. It is also a time for some personal reports, balance sheets, and figures.

Now, I know it is so trite that nobody really pays very much attention to it any more, but I think it would be a good thing for all of us to take a good, earnest, scrutinizing look at the path we have been making on the sands of time these last twelve months. Can you remember where you stood a year ago? Does the path-way from there to where you stand

tonight run up-hill or down? Has it been a rose-bordered, sunlit path, or has it run through dark valleys and over steep and rough places? How does it look to you now? If it seemed chill and rugged as you came along, does it seem sun-kissed and pleasant, now that you have made the journey? You know some people have a way of forgetting all the hard and unpleasant things they have passed through and remembering only the good times and happy days. It makes them happier all the time. A good habit to cultivate.

Now you can each of you answer all these questions for yourselves. But I will hazard the prediction that the great majority will find that the year 1910 has been, on the whole, a good year—a year of progress in personal development, a year of increasing power to serve, a year of increasing profits from your business. And so our talk tonight should be a happy one.

But I will hazard another prediction. The great majority of you will feel dissatisfied with the progress you have made, the profits that have come your way. Looking back on what has been thought, felt, said, and done, you will see many places where you

might well have done differently and better. You will see many positives that you might have developed to a higher degree—many negatives that you might have overcome.

These thoughts and feelings come to all of us who are alive and awake. And when they come, it is time to stop looking backward and look forward.

No matter how poorly satisfied you may be with yourself and your work in 1910, there is to be an entirely new set of books opened for 1911. Surely the precious hours of 1910 have gone, never to return. They have carried their opportunities with them. But, cheer up. There are better days, more precious hours, and greater opportunities coming in 1911 than any you missed in 1910. But you will have to keep alive and be awake every minute or they will slip away like those you mourn in the year that is passing. You know all about how that is. I do not need to tell you. It's in all the copy books. And you are going to grow and improve and serve better and profit more next year than you have this. Isn't that so?

Well, then, that's all settled. You are happy—though not fully satisfied—when you look over the record of the year that will soon belong to the buried past. You are happy—and full of purposeful energy—when you think of the year that will soon dawn, and all that it will bring to you of personal and commercial progress.

So I can be very confident and cheerful when I take this occasion to wish you all a very Merry Christmas and a Happy New Year. That's eminently respectable, conventional, expected, and usual. Everybody says

such things at this time. But I mean it, whether everybody else does or not—although I think that most of them do. Besides, I want to talk to you a little tonight about happiness.

Happiness is in the air tonight because it is the Christmas season. This is at least one season of the year when everyone is supposed to be happy—and almost everyone is. It is the Christmas spirit.

---

AS STUDENTS of the success problem, we ought to be deeply interested in this thing of happiness.

You and I may develop all of our positive qualities to a marked degree. We may serve well and profit much. We may have health, we may live long, we may have plenty of money. We may have the honor and respect of all our relatives, friends, neighbors, and acquaintances. And yet, unless we are happy, life will be a hollow mockery for us.

Success! The world, looking on, may say that we are successful. But, without happiness, success is as ashes and gall in our mouths.

And so, after all, the rock-bottom question in this life is the question of happiness.

---

NOW I BELIEVE that it is the business—the prime business—of everybody born into this beautiful old world to be happy. That is what we are here for. It is for that we study, toil, strive, fight, pray, plan, push, struggle, and aspire.

We seek happiness in a million ways.

Some try to buy it with money. Some try to lure it with pleasure. Some try to drink it with other liquids.

Some seek happiness in possessions. Others hope to find it in renunciations and sacrifices.

Here are people looking for happiness in beauty and refinement. There are others who seem to look for it in ugliness and sensuality.

You know people who hunt for happiness in the midst of lights, music, dancing, and the crowds. You know others who look for it in the quiet and calm of home and fireside.

Some men go hunting for their happiness in jungles and in the high mountains. Others search out the grassy slopes and shady lanes, they love the quiet waters and hope to find their happiness beside them.

For some people, happiness is in achievement, in the doing of exploits. For others, it seems to be in inaction, in dozing the drowsy hours away.

I might go on indefinitely. There are almost as many ways of looking for this most desirable thing in the world as there are people on the hunt.

The wonder is that so many find it.

Yes, notwithstanding all the ignorance, lawlessness, poverty, disease, and crime in the world, I am inclined to think that there are more people who find happiness than there are who miss it.

Now do not misunderstand me. I am not saying that most people find perfect happiness. There is no such thing as perfection in anything human. All things are relative—comparative. We may approximate truth, beauty, goodness, and happiness, but so long as we are merely human folks, we never attain them perfectly.

So, what I mean to say is that most folks are relatively happy. Even the blind beggar, sitting by the road in

the sun, hums and whistles a little to himself, although he may not have a shirt on his back or the price of a decent meal in his tin cup.

Here is the puzzling thing about happiness, however:

We struggle and toil for health, wealth, position, fame, power, pleasure, possessions, achievement, knowledge, skill, life-mates, families—a thousand things. And yet we know before we begin that none of these things can give happiness. Else were all those who have them happy, and all who have them not miserable. And the very contrary is often the case.

See the contradiction: The man who has "everything to make him happy," as we sometimes say, is utterly wretched. And the man folks sometimes think "has nothing to live for" is one of the happiest men alive.

Where is the key to the riddle?

Are we facing a sphinx that will never give an answer to our question?

Well, a great many people have attempted to answer the question. And their answers have been illuminating and interesting, even if they haven't done much toward helping you and me and Henry over there to solve the problem of our individual happiness.

I have read some fine theories about it—mostly written by people who were violently unhappy themselves.

And then there have been those who have found happiness themselves, but have failed in trying to show other people the way to the Enchanted Garden.

And so I approach the subject with some little misgiving. It is something of a task to try to solve for other people the biggest problem of exist-

ence—that which includes and overshadows all others.

The best that I can do will be to tell you how it looks to me—from my point of view. And the best that I can hope is that what I shall have to say may be a help to some of you in tracing out the riddle for yourselves. Because happiness, after all, is an individual problem. The very things that seem to make me happy might be the very things that would seem to make you miserable. I say “seem,” because I think that external circumstances have very little effect upon happiness—they only seem to have.

---

Now, LOOK back upon the happiest day of your life. Can you remember such a day? If not, recall any unusually happy day.

What were the conditions? What was it that made you so happy? Write it down. We are going to be very scientific now.

Now, recall, one after the other, as many other happy days as you can. What was it made you happy on these days? Write the causes down.

Now, what is the result? Almost as many causes of happiness as there are happy days, are there not?

Very well. Then your happiness is not the result of any one circumstance or kind of circumstance.

Now, the next thing is to analyze all these causes, and see whether there are any elements of similarity running through all of them. If we can find one or more such elements, we shall have made at least the first step toward the solution of our problem. We can say that these elements were, hypothetically, the bases of your happiness.

Now, I do not know what you have written down, but I will undertake to say that you will not be likely to trace any similarity among all the causes—one that will be present in every case—unless you take the one thing of an absorbing preoccupation in someone or something outside of yourself.

Grab by the arm the first unhappy wretch you meet in the street. Steer him off into a quiet place and get him to tell you his troubles—to unburden his bitterness upon you.

What's the trouble with him?

Nothing except that he is pitying himself—wholly absorbed in himself and his “troubles.”

He knows he has a stomach, poor fellow. He is conscious of his poverty or his loneliness. He is dwelling upon the wearisomeness of his task. He broods over the “slights” and “insults” that come to him from those he thinks ought to love and pity him. He is jealous because someone else has privileges and enjoys favors that he thinks belong to him. He is envious because his possessions are not as great as those of his neighbor. He is sour, bitter, ugly, mean, and utterly miserable because he hates someone who is not pleasing to him.

His whole universe revolves around his own miserable self—and he is conscious of the fact every gloomy minute.

Now go after him. Stir him up. Draw his attention to something outside of himself. Get him interested in it. If you can, keep at him until he becomes absorbed in it. Then see the flush on his cheek, the light in his eye, and the smile, at last, on his sallow lips.

He has lost his morbid self-consciousness. For the moment, he is happy.

---

I HAVE heard the story of a great emperor. He came to the throne when his empire was burdened with famine, smoldering in discontent and insurrection, and threatened by powerful foes on her borders.

The public treasuries were empty.

In every royal palace there was dust and decay.

On the streets of his capital city, as he rode to his coronation, he was hissed by his own people.

But he had courage, foresight, energy, firmness, wisdom, and a great love for his subjects.

For years the monarch toiled like a slave. He cemented the unity of the nation. He instituted reforms that brought back prosperity and lifted the heavy burdens of taxation. He administered well his resources, so that the public treasuries were replenished. The royal palaces were repaired and refurnished. His armies were brought up to a splendid fighting power, and he led them to glorious victories over hostile peoples.

At last, the empire was the most powerful, the most united, the most prosperous, and the happiest in the world.

Back from his victories came the great ruler and conqueror.

In the streets of his capital city, there was music and dancing. Banners and flags, streamers and bunting flashed their gay colors in the sunshine.

The monarch rode to his principal palace over streets fairly carpeted with flowers. Everywhere the people stood cheering and blessing him, the

happy tears raining down their faces. Beside him, dimpling with pleasure and pride in her lord, rode his beautiful queen.

The king returned the greetings of his people with a smile upon his lips, but his eyes were sad. And when, at last, he entered the great throne room, his face was gloomy, his step slow, his head dropped upon his breast.

"Your majesty is troubled," exclaimed the prime minister. "How can it be? What more could any man ask to make him perfectly happy? You are now the greatest king of all times. Your empire extends to the very borders of the known world. Riches untold pour into your treasuries. Never was ruler more beloved by his people. Here is your queen, the most beautiful in all the world, and the most lovely in character. You have her love and her presence with you. What more, your majesty, what more could the heart of man desire?"

The king did not lift his head. His face grew even sadder as he answered:

"Permanency."

---

YES, WE want our happiest moods to stay. We shake our impotent fists at the clock on those days when we are on the mountain-tops of our joys.

Christmas, with its spirit of joy and happiness, is followed by the dull, leaden winter days of January and February.

Now what is the answer for you and for me?

Just a little logic here, please.

Since happiness is found in a whole-hearted absorption in someone or something outside of ourselves;

and since permanency is the great word in happiness, it follows that our happiness will be most complete and last longest when we are directing all our thought and feeling outward upon some object of permanent character.

Your experience tells you, too, that there is very little happiness in the contemplation of what has been accomplished—the joy is in the accomplishment.

So that there may be permanency, then, the object of your absorbing interest ought to be such that you will be ever approaching the goal of your desire, but never quite reaching it—always the thrill of achievement—always the urge of victories still to be won.

I think it follows, too, that the greater and finer the thing you have set your heart upon, the higher and larger will be your degree of happiness. Doesn't that seem reasonable?

And now, let me ask you, what larger, finer, more permanent object of your love could you have than the great, needy, struggling universe of life?

This, I believe is the true Christmas spirit.

And it seems to me that it should bring you permanent happiness.

But you can't become deeply interested in the life around you without wanting to help—to serve.

And, when you have a great desire to serve, you will find developing with it a great desire to increase your power to serve.

That means education, self-development, man building, and business building. For business, you see, is human service.

You are on the upward way.

Again I wish you a Merry Christmas and a Happy New Year.



**THE** invisible makes the nation.  
The nation is not made great,  
it is not made rich, it is not  
made at all, by mines and forests  
and prairies and water powers.  
Great men make a nation great, and the qual-  
ities that make men great are invisible.

LYMAN ABBOTT

# And She Never Came Back—Would You?

## Some True Stories : *by* Russel Wilmot

**T**HE woman had been commissioned by a relative in the country to purchase a dark red tailored suit of specified size and style.

It was obvious to the first clerk to whom she applied that *she* would look like a fright in such garments, besides the size called for would be too small for her. So suppressing a smile of condescending superiority, he promptly informed her that she didn't want anything of that kind, but would look much better in some of the swell, new brown fall suits that had just come in.

The woman flushed painfully and replied mildly that she would like to see such a red suit as she had described. And when the smart clerk unwillingly and with an air of patient resignation began to pull out some exceedingly dowdy, old-style suits, ignoring the added request that the customer be shown one like those displayed in the window, she thanked him briefly, walked out and never came back. Would you?

### Superficial Judgment

It was a stormy day and in this case the woman wore a partly worn suit. The garments, however, showed anyone with half an eye, that they had been entitled to respect when in their palmier days.

It was an excellent time, she thought, to loiter about the shops and select some of the fittings for her new kitchen and bathroom. She had a long list and a fat pocket-book ready.

The first big store visited carried everything in stock she wanted and she thought to purchase practically everything here. But an important young saleswoman came forward, eyed her critically a moment and then in response to her inquiry replied with an illy suppressed yawn, "I suppose you want something cheap. Step this way Ma'am."

"Ma'am" didn't step that way, she turned on her heel and rang for the elevator. Reaching the street floor, she made a bee-line for the store of a rival concern

where she was received with fine courtesy by the attendants. She never went back to that department of the other store, either. Would you?

### An Indignant Passenger

In a far western city there was keen, very keen competition for the spring transportation of travelers going East. The woman happened to be the first in one of the big resort apartment houses to prepare to return home.

Every other woman in the place was interested in what road she would take, the scenery she would pass, and the comforts offered by the particular roads accessible. They were especially interested because they were soon to flit eastward themselves.

The agent of whom the woman finally bought was exceedingly affable and followed up his prospect with praiseworthy salesmanship. But once he had secured the sale, he turned his attention to the next in line without further concern regarding the promises he had made. In consequence, so carelessly was the ticket made out and so idiotically was it routed that it gave the woman no end of trouble, sent her a round-about way, necessitated three unnecessary changes in a single night and withal made her so indignant that she wired the coterie back in the apartment house, "Do not get ticket of —, nor come by ——— ———. All sorts of delays and inconveniences."

All these people had friends and acquaintances whom they influenced and the agent wondered why his business suddenly dropped off amazingly in that quarter. Reservations already made were cancelled and further sales were difficult to make. The word had gone out that his promises and claims were not to be believed. People felt a vague apprehension regarding his motives, in short, they felt he was not to be trusted. One could scarcely blame them. Could you?

### Aggravating Delays

The goods were promised, faithfully promised at a certain hour. They could not



be prepared properly for the meal for which they were purchased if they came later, but they failed to appear, until they were one hour—almost two hours late, then they were hastily dumped into a lower entry and left without notifying the housekeeper that they were there.

A hungry pussy out for a leisurely stroll, found a meal thoroughly to her liking in the plump young turkey and the tender steak.

It was the last straw on top of a whole stack of similar annoyances. The woman refused to trade there any more. The market man himself—although he didn't improve his system a mite as a result—said he did not blame her at all. Could you?

#### A Traveling Representative

A traveling salesman for a well-known firm which advertises extensively took an order for a handsome rug. Every specification was plainly made as to color, width of border, etc.

After much delay a letter announced that the specifications could not be filled out without an additional charge of ten dollars. The woman refused to pay it, knowing what such goods were worth. Neither was she backward in telling her neighbors who were meditating like purchases, that the firm in question had tried to take advantage of her, going straight back on their agreement as made by their representative. She argued that if they sent out representatives who did not know what they were at liberty to do they should stand by the agreements made in good faith by and with their patrons. Her neighbors sent their orders elsewhere. Wouldn't you?

#### A Medical Disappointment

They had moved to a new town—the woman and her family—when sickness came. A physician was called. He left his own medicines. They were administered with faithful regularity without obtaining much appreciable benefit.

The woman was a bit fussy. She was convinced that the diagnosis was correct and the medicine prescribed should do the work. So she quietly ascertained where the practitioner obtained his supplies. She found what she had feared to be the case, that they were purchased from a medical

supply house, known for the cheapness of its goods rather than the quality of its stock.

She quietly changed physicians. Wouldn't you?

#### Lack of Progressiveness

The woman wanted some goods carried in stock by a local dealer, but he had kept the fact so severely to himself that she never suspected his secret. He didn't believe in printer's ink. It cost money!

The woman was no mind reader, although ordinarily bright, and so she sent away to a mail order house and paid more than the home dealer would have been glad to sell her for.

The man grumbled loudly when he found out that his nearest neighbor was buying the goods he was selling and sending seven hundred miles for them at that. He had *been told* and *told* by business friends and his trade magazines of the short-sightedness of his policy, but he insists that he has all he can do to pay his bills as it is.

You cannot blame the people who trade elsewhere. Can you?

#### The Grudging Recognition

The woman was a bit sensitive. Most women are. And when she noticed with what apparent and grudging effort a certain lawyer acknowledged her presence in his office or on the street, she became uncomfortable. When she went to his office, he would pass and repass her a number of times without vouchsafing her a single look of recognition. Naturally she inferred that he thought her case too paltry to bother with and so she transferred her business elsewhere.

The man really didn't mean a thing, except to impress upon his clerks and clients the importance of his presence and his extreme busyness. He lost a trifling case to be sure, but there soon arose one of considerable magnitude in the family of the woman and he lost that, too.

In the course of a few years the other lawyer was able to trace over sixty clients who had come to him as the result of business he had conducted for the woman and her family. The first man had been equally heavy mentally, but the second one had fortunately added to that the faculty

for a kindly courtesy. People came to him as to a lawyer and a friend.

I couldn't wonder at it, either. Could you?

The woman was not a crank, neither was she of the Dresden China type that expects to be humored and pampered. She was simply an educated woman with an analytical mind and much too busy herself with affairs of importance to bother with

firms or people indulging in unbusiness-like methods. She claimed, and not illogically, that her own system demanded that she make the most of her time and efforts and that she could not afford to waste either on people who had no approved, up-to-the-minute system of their own.

And even the most indifferent individual could scarcely blame her for the stand either. Could you?

## Let's All be Happy

By MILTON BEJACH

**WE CANNOT** all be happy all the time, but in order to be successful, to round out a complete career, business, social and physical, we must be happy the greater part of the time.

The unhappy man is seldom successful in a business way. Fifty years ago it was the fashion for lady novelists to picture their heroes as men "who had seen a great sorrow," and, according to the lady novelists their heroes were much sought after socially. But the fashion in heroes has changed and today the popular book hero is the happy, optimistic character. A man cannot be physically right unless he is happy.

Since happiness is a condition precedent to success in most avenues we must find the way to be happy. There is no hard and fast rule for finding it. Perhaps the best way to find happiness is by reflection. Things can always be worse than they are, you know. And, most of the troubles we have, never happen. They are only in our minds.

Somewhere, Heinrich Heine writes that in the fifteenth century there were whistled and sung throughout all Germany, songs of sweetest melody and tenderness and which far surpassed anything musical that had been born in the German realm. These ballads were sung by the women and children, who seemed bewitched into happiness by them.

They were written, Heine says, by a young priest, a living corpse, wandering to and fro, muffled from head to foot and carrying in his hand a bell—the Lazarus bell—to warn everyone of his approach. The priest was afflicted with leprosy, the

most terrible scourge the world has known. And yet, he was happy, else he could not have written the songs that made others happy. He was happy, glad that he was alive at all.

You've heard that Charles Lamb came of a family attainted with insanity. For thirty years he supported an insane mother and sister by the humblest kind of clerical work. In all those years he felt the pinch of poverty and the absence of everything he wanted. For friends he had the poor of London, those whom someone has called "the ragged regiment."

Yet, in spite of his afflictions, Lamb wrote the sweetest, rarest humor. Have you read the essays of Elia? No man could have written them unless somewhere in his soul he was sure that the worst was only half as bad as it seemed, unless, in other words, he was happy.

Now you and I can turn happiness into dollars and cents, to say nothing of being more successful socially and physically.

No one will willingly buy goods from a "grouch." A pessimist may be a success as a credit man, but he will not be a good salesman. A man with the affliction of unhappiness cannot write an advertisement that will stir buyers into action. He cannot write a selling letter that will bring money. Because a part of his unhappiness, his grouch, will creep into his effort, whether that be verbal or written.

You can drive the body into a corner from which it cannot escape, but you cannot bottle up the human mind. And here lies the secret of happiness:

"As a man thinketh in his heart, so is he!"

## Ruminations

- ¶ There is a North Star for us all to follow—look for it.
- ¶ Just be yourself—I mean your Real Self.
- ¶ Whether we will or no we are the “Survival of the Fittest”  
—Keep alive!
- ¶ Learn to get at the facts wheresoever you may find them;  
they will “bob out at unexpected moments from unexpected  
sources.”
- ¶ Activity is the Center-Board of life.
- ¶ Some people mistake limitation of sense for Common Sense.
- ¶ Fear to be false to yourself, nothing else.
- ¶ Regret not that you cannot go back in life—but thank God  
you can go ahead.
- ¶ What you think, sir, is no criterion for me—I may think  
what you think—then we agree, but only what I think, sir,  
is criterion for me.
- ¶ People are prone to mistake weaknesses within for obstacles  
without.
- ¶ What’s the Use of Being, unless you’re Being of Use?
- ¶ Don’t attempt to prove to me that Two and Two are Four  
because Brown said so—much less that Two and Two are  
Five, because Brown said so.
- ¶ Keep your courage hot—no matter what gets cold.

—Stephen B. French

# The Law of Color Applied to Human Character : *by* Dr. Katherine M. H. Blackford

**F**ROM comparatively trivial occurrences matters of great moment sometimes evolve.

The dropping of an apple to the earth started the mental processes that resulted in the discovery of the law of gravitation, and the stiffening fibres of the hempen cord of his kite revealed to Benjamin Franklin that he held the lightning in his grasp.

What the perception of the laws of gravitation and electricity has already done for mankind is incalculable. What it will yet accomplish is beyond the power of the most vivid imagination to prophesy.

## How the Search for the Law of Color Began

The perception of the law of coloring in its application to human character was due, at least in some degree, to a very commonplace experience.

Some years ago I had a girl friend who was near my own age. We played together, were classmates, seatmates, and when her parents moved to another part of the country she often returned to visit me.

She was an extreme type of blonde. Her hair was almost white except for a glint of gold when the sun shone upon it. Her eyes were as blue as the ocean when it reflects the azure of the sky. Her skin was white, showing the delicate tracery of blood-vessels underneath. The tinting of her cheeks and lips made one think of the bloom of peaches, the coloring of sea-shells or the blush of an unfolding rosebud.

She was dimpled, too. The graceful curves of her features, their delicate coloring, her radiance in expression—surely here was a creature whose beauty anyone might covet.

I admired her fervently for these were qualities which nature had withheld from me, for it is innate that we should desire that which we do not possess. It is a trick of Mother Nature to impel us ever onward and upward.

Association with her aroused an insatiable desire to know why we were so different in preferences and habits. We

were seldom agreed on anything. When one advanced an idea the other invariably saw it from a different angle. I was naturally interested in folks and she was my greatest problem. So from every bit of available literature that treated of humankind I sought the reason for our differences. Of all the many attractive things about her, her beautiful coloring interested me most.

## Science Silent on Human Coloring

Later I took up the study of medicine and surgery, believing that in it might be found a solution for all problems of character. It was a bitter disappointment to find that physicians are quite as often ignorant of human nature as others—and frequently less disposed to learn.

Having been interested in phrenology since childhood I once more took up the study in all its ramifications and sought instruction from almost everyone in the country who seemed to have anything worth while to offer. Still the coveted knowledge was not forthcoming. But the search for it was building better than I knew.

Finally a man was found who admitted that he was an authority upon the subject. There seemed to be some hope of gaining from him the pearl of great price so diligently sought.

He seemed to appreciate the differences in character, disposition and natural inclinations of types better than anyone I had found, but he could not answer the *why* that invariably came to my lips. He had a theory, but to accept it meant the overthrow of the law of gravitation and the destruction of the very foundation upon which all science rests. So his teaching was rejected.

## The Beginning of the End of the Search

Once again the study of physics, electricity and chemistry was taken up.

I had a firm conviction that the laws that govern the planets in their courses

and cause the phenomena of heat, light, and sound were also operative in human nature.

Now there was real progress.

In the science of evolution there is a demonstrated and accepted law that "the fit advance and the unfit decline, advancement depending upon adaptability and decline upon inadaptability to environment."

This called to mind the fact that my blonde friend could not endure the bright sunlight. When she was obliged to go out in it she wore a veil and carried a sunshade. I did neither. I saw no necessity for it beyond that of vanity, which she possessed in strong degree. But it slowly dawned upon me that there must be some scientific reason for our difference in adaptability to sunlight.

The first real understanding of it came while studying the coloring of animals.

Nature gives to animals their coloring for protection. Or, to state the fact correctly from a scientific point of view, the law of natural selection of the best fitted to survive favors the longevity and consequent predominance of animals which are concealed from attack and assisted in hunting their prey by resemblance to their background.

On the yellow plains are found the tawny animals.

Forest animals are often mottled like the shadows cast by the leaves.

The tiger is striped; like the lights and shades cast by the tall grass in which he has his habitation.

The deer is so nearly the color of the autumn leaves and tree trunks that he often escapes all eyes but those of the trained hunter.

Looking down into a pool of clear water one can scarcely discern any life at first, but careful observation will reveal numerous living creatures.

The chameleon is very fortunate in this respect, having the power of reflex change of color by which it increases its resemblance to background.

#### The Laws of Natural Selection

So the law of natural selection of the fittest to survive gives to animals their coloring.

There is another function of coloring in birds and animals to which naturalists call attention—that of sexual selection. In many species of birds and animals the males are brilliantly colored, evidently for the purpose of attracting the female. In the human species the order seems to be reversed, since it is usually the female who bedecks herself in gay colors.

We must, however, look farther than protection from enemies or sexual selection, for the cause of coloring in man, since he, through intelligence, can protect himself from enemies by other methods than concealment. And while the natural tendency of blondes is to marry brunettes, where both types exist, sexual selection is based upon other principles of equal importance.

We are beginning to learn that everything has a purpose; that back of every effect there is a cause, and that there is nothing in existence that may not be useful.

Even the surgeons, who in recent years have been obsessed by a mania for mutilating the human body, are slowly beginning to realize that nature supports no useless organs. Even the appendix has a mission of usefulness and its removal as a preventive measure is far from justifiable.

#### Laws of Nature and Laws of Human Nature the Same

The result of several years of investigation proved to my entire satisfaction that to understand human nature it is but necessary to understand and apply the principles governing nature. It follows that coloring in human beings is for a purpose. Let us see if we can discern a universal law applicable to both nature and human nature that may help us to solve this interesting problem.

Science has demonstrated that heat is a mode of motion; that light is a mode of motion; that sound is a mode of motion. Color, therefore, being an attribute of light, is also a mode of motion.

All molecules of matter, except at absolute zero temperature, are in constant motion, or vibration, at some rate of velocity. High rate of vibration destroys the cohesiveness and stability of a substance, by driving the molecules far apart, thus bringing about rapid change and disintegration. A low rate of vibration causes the mole-

cules to cohere, conduces to stability of substance and retards change.

Different shades of color represent different rates of vibration. At the upper end of the color spectrum is ultra-violet. At the lower end of the color spectrum is infra-red. All shades of color lie between. Above ultra-violet the rapidity of vibration is so great and the wave lengths so short that the human eye cannot sense them. As we go down the scale the wave lengths grow longer and the vibrations per second less frequent. Below infra-red all is darkness to the human eye.

Black is classed as being below infra-red, since it is the result of absorption of all the light waves. White is classed at the upper end of the spectrum, since it represents the reflection of all the light waves of whatever length of frequency.

#### **The Human Color Spectrum — The Law of Color**

Applying the principle of color vibration to human beings we can form a human color spectrum and find the analogy almost perfect. At the upper end of the human color spectrum is white (Albino), at the lower end is black (Negro). All races of mankind, so far as color is concerned, lie between these two extremes.

It is not usually observed that we have all the primary colors in the human being. Black is found in hair, eyes, skin and beard; red in hair and mucous membranes; yellow in skin, hair and eyes; orange and green less frequent, but sometimes found in the eyes; blue and violet in the eyes; white in skin, hair and teeth.

The Law of Color applied to the human being is: The higher the rate of vibratory activity of the molecules of the body the lighter the color; the lower the rate of vibratory activity of the molecules of the body the darker the color.

The exact shade of coloring is produced by the deposit of pigment granules in the hair, skin and eyes. Abundant pigmentation accompanies a low rate of vibration. Scant pigmentation accompanies a high rate of vibration.

#### **The Natural Habitat of the Different Color Types**

This pigmentation of the skin, hair and eyes, also subserves other purposes besides

that of indicating the degree of molecular activity of the body.

When abundant it gives protection from excessive light waves and increases the power of the body to absorb and radiate heat waves. So, in tropical climates we find abundant pigmentation while in the more northern countries less pigmentation is found.

Major Chas. E. Woodruff, A. M., M. D., Surgeon, U. S. Army, says that the pigmentation of the skin is abundant in direct proportion to the intensity of the light of the country to which a man's ancestors have proved their adjustment by centuries of survival in health and vigor.

The natural climatic environment of the blonde is northern latitudes. His skin, hair and eyes being but little pigmented, he is less protected from the actinic rays of the sun which readily penetrate his skin. Inasmuch as these rays are very destructive to protoplasmic cells, he suffers terribly from sunburn. Climates where there is not too much light are more congenial to him.

Then, too, his high rate of vibratory activity generates a sufficient amount of heat in his body. This he conserves better than the brunette, hence he is not so dependent for comfort upon the heat absorbed from his environment. He therefore enjoys, and is by nature better fitted for residence in a cold, dark climate.

Conversely, the natural climatic environment of the brunette is the South. His skin, hair and eyes are richly pigmented. He is protected from the more destructive actinic rays and can therefore be in the sunshine with impunity. His rate of molecular vibration being relatively low, he is largely dependent for comfort upon the heat he absorbs from his environment. Dark skin being absorbent he finds a hot, light climate congenial to his type.

The natural antipathy of the negro for cold and his love of warmth are facts that everyone has observed. He is by nature well fitted for residence in tropical climates. His nostrils being short and wide permit of breathing large volumes of air. The air in hot climates being rarefied it requires a large volume to oxygenate the blood. In a cold climate where the air is condensed, he is at a great disadvantage, because breathing large volumes of cold air lowers his

bodily temperature so rapidly that he has great difficulty in keeping warm.

Had the negro been introduced into the northern part of the United States instead of the southern, our history as a nation would have been different, for he could not have readily become acclimated, and would therefore have proved an unprofitable investment.

The albino represents the highest rate of vibration in human beings. His skin, hair and eyes are wholly devoid of pigment granules and he therefore has no protection from the sun's rays. In bright light he is blind, or nearly so, cannot endure extremes of temperature, is limited in his ability to adjust himself to changes of environment, is short lived, and is regarded as the most unstable human compound known.

#### Opinions of the Investigators About Human Coloring

It is interesting to note the opinion of various writers regarding these two types. Doctor Woodruff contends that the first men were undoubtedly of the dark type and that the blonde is degenerate and rapidly becoming extinct. He brings much evidence to support his contention.

Another writer is equally emphatic in his statements that the pure white blonde is a special creation, but little lower than the angels and that all the dark races are so colored by their sins. Having readers of both types this is a subject upon which I hesitate to comment, but it would be a matter of more than passing interest to know to which types these two writers belong.

Let us consider some of the practical uses of the Law of Color in its relation to human character.

It enables one to select one's climate according to one's needs. My blonde friend could not endure the direct rays of the summer sun because she was not protected by natural endowment to stand the excessive light. To have compelled her to go out unprotected would have made her extremely uncomfortable. A brunette often suffers from light-hunger and is never happier than when in the sunshine.

In all their habits of life the two types are opposites.

In a family, ignorance of this law often brings about great inharmony, for all too

often we try to fit other individuals to our own mould instead of permitting them the latitude necessary for their comfort and growth. Between opposite types the result is often disaster.

#### Habits of the Two Types

In their habits of work we find the two types getting results by different methods. The blonde works rapidly and intensely for a time, but he tires of one thing rather easily. His tendency is to work spasmodically. Indeed his tendency is to go to extremes in all things.

The brunette works more slowly, but sustains his efforts longer and works more continuously.

This knowledge may be utilized to advantage in employing people. The fair type oftentimes are the more brilliant workers but not the most dependable ones. The dark type is less brilliant, working into a situation more slowly, but he wears better.

Not long ago an employer complained bitterly of the many changes made in his working force. In looking them over I observed that there was not a distinct brunette in his employ.

In social matters these two types are also opposite in their preferences. The blonde loves variety, approbation, display, positions of distinction and honor, the lights, the music, and the excitement of the crowd. As a rule he has many acquaintances but few close friends. He is usually found in lines of endeavor that gratify these natural inclinations.

Havelock Ellis observed that a high index of fairness prevails among men of restless and ambitious natures and calls attention to the fact that the men who recruit the aristocracy tend to the blonde type. It is true that more often we find the blonde in positions requiring a great deal of publicity. The pulpit, the stage, salesmanship, speculative enterprises, advertising and kindred lines naturally attract him.

The brunette is more adhesive, less changeable, more steadfast and less approbative. He feels responsibility rather heavily, is less speculative, more systematic and methodical and more conservative. His inclinations are more along the line of family association and he gathers about him many intimate friends. He naturally inclines to productive lines of work. He is

often found manufacturing, conserving and producing.

In their religious preferences these two types are opposites. The strictly orthodox religious sects have a preponderance of the brunette type, while the more liberal and progressive denominations have a larger representation of the blonde type.

The reader will readily see the application here. The blonde being of a hopeful, volatile, optimistic nature is inclined to be speculative. The brunette, being inclined to seriousness, steadfastness and conservatism, does not favor speculation and in his religion, as elsewhere, prefers to take no chances.

#### The Scientific Reason for the Differences Between Blondes and Brunettes

The differences of disposition of the two types are easily accounted for when one understands the form of force which dominates each.

The blonde is vibrating at a high rate of speed, consequently he generates and expends his energies in a vigorous manner. He is necessarily active, changeable, restless, impatient, diffusive, loving variety, stimulating scenes and companions. He is expansive and radiant, emotional, optimistic, hopeful, speculative and benevolent. All his activities will be characterized by

ardor and enthusiasm and he will think, act, work, love, eat, sleep, play, worship, become angry, ill, insane, criminal, or healthy, sane and an ornament to society in the manner characteristic of his radiant, driving, dynamic force.

The tissues of the brunette type are vibrating at a slower rate, consequently he generates and expresses the life forces more slowly. He is cohesive and drawing in his nature, gathering his forces closely about him; is absorbent and adhesive in his friendship, concentrated and receptive. He literally does not live as fast as the blonde. He is conservative, quiet, loving and grateful. He is less optimistic but usually more dependable; less demonstrative but more constant; less speculative and more conservative. Thus we might contrast the two types ad infinitum.

A little study and observation upon the part of the reader will convince him that these two types will manifest their particular form of force and degree of that force in every phase of their character. The knowledge applied will enable him to deal with each in a more intelligent manner.

*This is the second article on the Science of Character Analysis by Dr. Blackford. The third, which will treat of "The Law of Form," will appear in the January number.—Editor's note.*

## The Spark of Inspiration

By C. FIRST JOHNSON

**T**HERE is latent power in every man—often more than he himself dreams he possesses; but the great question is how to arouse this hidden power.

I want men to learn what kind of thoughts count; to think them, act them, until they become a part of their being, forming the directing force in their success.

Man should ask for nothing more than strength and light and guidance until with all his might he has done his part.

How many of us know when we have done our part? My friends, you must work and dig and sweat 'till you find a way to get done what you have to do—put brains into every action. Brains that go to the bottom of things, brains that are

always looking for better things, brains that never give up a problem till they find a way to solve it.

In mechanics today the electric dynamo stands as the highest development of mechanical power. Among the workers the highest is the human dynamo, the man whose brain is charged with dynamic force; whose heart is on fire with enthusiasm and push; who leads the strenuous life and likes it; who is always dissatisfied, always fighting for bigger and better results; who sets his goal-post far out in the field of endeavor, and refuses to quit until he reaches it; who is always on the alert for newer and better ideas to help him in his work.



Success is the same in all cases, therefore the cause of success must be the same in all cases, and the cause of success is in the individual who succeeds. It is work with brain in it; it is work continuously; it is the application of the cause effectively that produces success. Apply the cause.

It is only the doers, that is the speakers of words and the doers of deeds, who are entitled to succeed. Any man who will persistently, consistently and effectively apply these principles will succeed any-

where, under any environment, and in any line of work or profession. He who so works climbs rapidly the hill of success.

Let me entreat you, whatever you are doing, to strive to render constructive service; strive to add something each day to your stock of success and place yourself in a position where the world will realize the merit which you offer, and you will be richly rewarded.

Motto: Applying the spark of inspiration, I am unfolding into success.

## Work—Right Hand of Genius

By C. F. JOHNSON

**T**HERE is a chance today for every man, woman, and child to win success in life, notwithstanding the kind of labor being performed by them, if they can put their faith in hard work and stick-to-it-iveness rather than in luck.

It is true, thought is a creative power, but the failure to connect thought with personal action is the rock upon which many thinkers have shipwrecked.

Work is the right hand of genius—and the worker who brings power instead of weakness to his task is the true miracle worker.

Your thought makes all things work to bring you what you want; but your personal activity must be such that you can justly claim and receive what you want when it reaches you.

By thought you can cause the gold in the hearts of the mountains to be impelled toward you; but it will not mine itself, refine itself, coin itself into double eagles, and come rolling to you seeking its way into your pocket. You must work and give every man more in use value than he gives you in cash value if you would lift yourself from your present environment to one more congenial and yielding greater profits.

By thought, the thing you want is brought to you; by action you receive it.

You must Work! Work!! Work!!! for what you want.

No man does great things without overcoming great opposition. No man has climbed from the lowly station in life to

the top and found himself assisted by fate at every turn of the road. It was a matter of putting brain stuff into his efforts.

Any man who has done big things will tell you that the road to success was not asphalt covered and straight, but it was covered with jagged rocks and behind its curves the enemy was discovered hidden.

The progress of the world depends upon your filling your place where you are—depends upon your rendering the service that serves each day.

Dear reader, every day must be a successful day or a day of failure; and it is the successful days that produce your success.

It is really not the amount of work you do, but the doing what you do better than anyone else has done it that brings your service in demand.

Do all that you can in a perfect manner every day, but do it without haste, worry, or fear.

Go as fast as you can, but never hurry.

What you can do, you ought to do. What you ought to do, you can do. What you can and ought to do, by the grace of God you *must* do.

---

My rule for success is untiring application, loyalty to one's employer, which is loyalty to oneself, doing the best you can in every task that faces you; practicability, initiative and industry.—*James J. Hill.*

# Do it Now—Clear Up Your “Unfinished Business” Today : *by* George W. Wilkie

**A**NOTHER chestnut, you will say, another moss covered one, old as the hills. Perhaps when Noah was first told to build the ark, he was cautioned to “*do it now.*” *It took him a long* time to build it, but remember it was a big job. He got right at it and he didn’t finish a day too soon either.

If you would take hold of that task, that unpleasant one, that one you think perhaps you will be able to handle better tomorrow or after you come back, or the first clear day, if you will take hold of it and “*do it now,*” you will find the doing easier than if you let it get cold.

## A Business Morgue

Perhaps you have a basket on your desk bearing an ornate label, “Unfinished Business.” Most every one has. In many cases this label might be changed to read, “Morgue.”

Perhaps you have an elaborate system of pigeon holes more or less neatly filled with memoranda that you desire to keep. It is a safe bet that you do keep them. If a law could be passed prohibiting the building of desk pigeon holes, it is more than likely that the total volume of business would show a very substantial increase the first year.

When you receive your basket full of mail in the morning, you select those easiest to handle first and get them under way, dictate the answer, or do what may be required, then you come to a complaint, a letter claiming shortage or breakage, a call down that requires a tactful answer. You pick this one up, read it over carefully and lay it on top of your “Unfinished Business.” You lay it on a slab in your little morgue, forgetting for the moment, that several other cadavers may be under it, each on its little slab.

You don’t “*do it now.*”

Once in a while, when you feel in the humor, or when you have time, you go through your morgue, select those that appear easiest, “of the many evils you

choose the least.” You call your assistant, tell him to “Look this thing up and let me have the details.”

He may be patterned after his chief and lay it on his morgue to get a little colder, or he may follow it out, depending on his condition of mind. He brings you his report, you dictate your letter explaining the matter, using your choicest words and all the tact at your command, but by the time this letter reaches the other party, his temperature, having mounted higher and higher while awaiting your reply, is almost at the ignition point.

## What the “Thief of Time” Steals

Finally your failure to “*do it now*” is discovered. If you are a piker or a clam you may plead some extenuating circumstance—too busy, went to see the other department head but he was out, tried to find out, could get no satisfaction and then it slipped your mind. You may try any one of these stereotyped excuses.

Perhaps you may be a manly man, admit freely that you made an error and not try to explain. The latter is, of course, preferable, but remember, the result so far as the customer is concerned, so far as your structure of confidence is concerned, so far as your personal loss of self-satisfaction and of personal prestige is concerned, is the same.

If you are fair to yourself, you will admit that if you had followed out the precept of that time stained, fly specked motto on your wall, “*Do it Now,*” you would have had no more actual labor to perform than you had finally—perhaps much less. You would perhaps have reached the same conclusion as to the merits of the complaint, but you would have reached it sooner. You would have had a cleaned up desk the first night and every night rather than a business death chamber.

Why didn’t you do it? Be honest now, wasn’t it simply a habit of procrastination?

The old copy books proclaim that “Procrastination is the thief of time.”

The modern school of business would call it more, it is a foul murderer of business opportunities.

What do you hope to gain by putting it off till tomorrow? You certainly know tomorrow will bring its own crop.

Do you think you will be in a better condition to handle it on Tuesday than you are on Monday? Not at all, you will be less equipped because the spectre of this unfinished business, the ghost of these half-buried matters will haunt you, will drive away that sense of satisfaction that comes to everyone when he feels his duty is well done.

There are few men who read this that cannot recall instances where their failure to "*do it now*" has worked actual harm of some kind.

#### When "The Thief of Time" Killed

Some time ago, in leaving an elevator at the top floor of a building, the car dropped suddenly a few inches. No damage resulted, other than a scare, but the danger of repetition seemed to warrant my calling the owner's attention to the occurrence.

I did so, and his assistant spoke up saying, "That car did the same thing with me a few days ago, but I attributed it to a fault of the operator."

The owner thanked me, and said he should have it attended to at once, but he didn't "*do it now*"—and a short time afterwards he and his business occupied the top of the column in the morning papers, with an account of a fatal accident.

It doesn't cost any more in time, money or attention to apply this show-worn but never out of date rule to the average details of the day's work than it does to put it off—frequently time, money and attention are saved.

When Dewey sailed into Manila Bay, that May morning, when he saw the moment to strike had arrived, suppose when he issued that world important order, "You may fire when ready, Gridley," that Gridley had failed to "*do it now*." Wouldn't such procrastination have had its effect on world politics?

Suppose there are ten working hours in the day, and one has a task requiring six of those hours to complete. Is it wise to

wait till the fourth hour has elapsed before beginning?

#### On Time Better Than Overtime

I have known men who were commended for their interested allegiance to their work, for their stick-to-it-iveness in remaining after hours to complete their day's work.

No doubt such a spirit is highly commendable, but perhaps if those very men were to apply the five-thirty p. m. energy at seven-thirty in the morning, there would be no necessity for such after-hours work.

Perhaps the spirit of "*do it now*" can be overdone—can be carried to excess—but it is safe to say that the habit of "waiting a while" can be more harmful in the majority of cases.

Unless you have an inherent desire for order and system it may be hard to inculcate the "*do it now*" habit in its fullest measure.

#### Clear off Your Desk Every Day

The machinist who does the most work, the quickest work and the best work is he who has a place for every tool, and who actually uses that place. Were he to allow litter, unfinished parts, last week's bunch of waste, or the broken tools of yesterday to accumulate about his bench or lathe—could he be expected to lead the shop in high class output? Hardly.

Your desk is your bench—your lathe—and the habit of thoroughly clearing it each day—preparatory to tomorrow's mass of details will help you to "*do it now*" in a wonderful way. It is a good thing to have a scrap pile, a place for the flotsam and jetsam of business, but no wise man will waste time in pawing it over and over. He established this very scrap pile in order that he might have a place for the useless. He will do well to go one step further and destroy the scrap pile.

"*Do it now*" means the turning of unused energy into dollars, it means appointments always kept, it means trains always caught, it means opportunities always embraced, it means peace of mind in knowing the duty was performed, the work was completed.

Think it over and "*do it now*."



### Pejor's Emancipation

PEJOR was in the dumps again. As soon as he came into the office, I turned on the lights. I hadn't realized before how short the days were getting and how early it got dark.

Wiggins had, with solemn joy, suspended a wreath of holly in the office window a few days before. The festive foliage seemed to hurt poor Pejor's eyes.

"What approbative sentimentalist hung up that pagan emblem? Jiggering Joseph! As if it weren't bad enough to have this Christmas pestilence at home and in the staggering stores! Wiggins, I'll bet you did that. It's just like your juvenile seriousness."

"Don't, Pejor, don't," sobbed Wiggins. "Christmas is a sacred anniversary. I refuse to hear you speak of it as a pestilence."

### Pejor's Chains Chafe Him

"I have no objection to Christmas as a sacred anniversary, as you call it. It is the heathenish revels and their tawdry trappings, the slobbering hypocrisy of the 'gift' obsession that give me the final-come-and-get-us."

"But, Pejor," struggled Wiggins, "it is right that Christmas should be a time of joy. And when people are happy, they like to feast and make merry—they like to give presents to one another."

"Well, Christmas is not a time of joy to me, I can tell you. It takes me all the rest of the winter to recover from the shriveled atrophy of the pocket-book it gives me."

"How does it happen to reduce *your* resources, Pejor? I thought you were a rebel against the holiday and its customs."

"Oh, yes, I'm a rebel, all right. But I have to pay up just the same. First, there are the paranoia-producing presents. Jiggering Joseph! The pit of my stomach feels like a mine-shaft in February every time some ooze-faced blub smiles at me on the street. Cur-r-r-se him! He's plotting to give me a copy of 'A Bucket of Goo for Every Day.' And I shall be a leperous pariah if I do not send him some equally expensive infliction wrapped in pink tissue and tied with a tinsel cord. Then, there are the Scadborrows. They have been seeing us and going us one better every year since we were married. This year, nothing less than a private yacht or a beef-steak will keep us in the game. They will probably give my wife a diamond tiara that it will take several thousand a year to dress up to. She can't afford to wear it, and she can't afford not to—when the Scadborrows are around. Nice little fix we'll be in!"

"But if you spend so much for Christmas presents, you must get a great many. So you play about even."

"Seriously, Wiggins, you ought to be examined for your sanity. Didn't you ever get one of these precious presents? And if you did, was it ever, by any miracle, a thing that you would have bought for yourself if you had a roll big enough to choke a blast furnace? You jade me. I've got an attic full of the junk, each present ready to be rushed out on exhibition if we think the irresponsible that gave it is likely to show up at the house."

"But the presents are not the only outgoing money chutes. Think of the dinners, teas, and other tortures of conventional peonage. We live on boiled potatoes and soup-bones at our house until about the first

of March to make up for the turkey and tea biscuits we have fed to the rabble."

#### Why the Money Was Spent

"Like to spend all that money, Pejor?" was the innocent way that Socratic came out of his reverie.

"Like to spend it! Oh yes, of course. I feed my billy-goat on hundred-dollar bills to keep them from littering up the garden. Any other profound secrets of mine you'd like to drag out into the garish light?"

"Why do you spend your money, then? It's yours, isn't it? You earn it, don't you?"

"I spend it because I am a social being, Socratic, if you must know, and prefer even artificial handshakes to real cold shoulders."

"Then you don't give these presents and get up these social functions because you take any pleasure in giving and in hospitality?"

"Some of the presents I get a great deal of pleasure out of, to be sure. Those to my wife and babies, those to a few kids down near the Bay that are in my wife's mission Sunday school class, and the present, every year to my old mother. And I have a few special friends that I like to have at my house. They come in whenever they feel like it, and we never make any fuss over them. But the other presents and the society doings! Br-r-r-r!"

"Think the others like to spend their money on presents and functions?"

"No, I don't think so. In fact, I guess they do it with just as bad a grace as I do."

"Then why do they do it?"

"So I won't turn up my patrician nose at 'em, of course."

"Would you?"

"Why, no. I'd fall on their necks and pour warm tears of gratitude upon their apparel."

#### A Society of Mutual Bores

"Then wouldn't they do the same lachrymose shower for you if you were to restrain your mad impulse to feed them and send them gifts?"

"Jiggering Joseph! I'll bet nine out of ten of 'em would. Well, what is in your

encyclopedia anent that? Here we have been painstakingly boring and impoverishing one another for years—so that we might keep one another's esteem! There, Wiggins. What more do you want, to prove that this Christmas business is nine-tenths hopeless lunacy? But how are we to escape from the asylum? One man can't get out alone."

"What you want is sanity by common consent, is it?"

"Sure—the jail delivery has got to be unanimous."

#### Presents for Profit

"Couldn't you make a compromise, then?"

"Compromise? How?"

"Well, how would it do for you to buy each of your 'friends' something that they really needed and would profit by possessing, and let them do the same for you?"

"Fine idea, Socratic! Just send around a list of the articles to one after another and have each check off the particular commodity he would buy and set down, in the blank for the purpose made and provided, the name of the thing he wants in exchange. Then we could exchange due-bills on Antonelli's Cafe, and thus get out of the spike-tail dinners at the house. After that we should probably begin to tell people just what we thought of them instead of telling society white lies. Oh, I guess the Socratic millennium is at hand."

"Are you entertained? Suppose you were to start the thing by getting each one of your friends an inexpensive present that you knew would be worth several times its cost to him in actual profits?"

"And what would that be?"

"Well—just as an instance—how much was that book on salesmanship Fussberg gave you last Christmas worth to you?"

"Just five hundred dollars in actual profits up to now. And it will be worth twice that much to me next year. Don't say another word. I'm on. Joy, but that's a great scheme. The more I think of it the better I like it. Why, I have often thought of different books I should like to give my various friends. Books that would do wonders for them. Why, I can send

a personal letter with each book that will get the man to read it. Great!"

Two weeks later, Pejor came in again. I turned out the light. Somehow we didn't seem to need it.

"Here's the balance on the note, Socratic. And all saved up buying books at a dollar and a half a throw instead of pink and gilt junk at five dollars. Besides that, I haven't been able to keep still about it, so a lot of the boys are taking it up. We begin this year, each of us, building up a business and technical library of our own—made up of Christmas presents from one another. And there's more to it. A big bunch of us up there on the Heights have organized a club to study these books. After this, we will feed our minds for profit instead of our stomachs for loss."

### Flushton Learns Some Economics

**F**LUSTON, blonde Apollo that he was, seemed to like the wet. He was forever swimming and boating in the Bay. And when it rained, it was almost impossible for him to stay in his store. You were likely to meet him out on the golf links, soaking wet but perfectly happy.

So I was not surprised when he swished and gurgled into the office one afternoon, in the midst of a torrent of a December downpour. The thing that did surprise me was that he was not ecstatic.

"Flushton! Tell us quick!" gasped Fussberg, jumping up and running to feel of his pulse. "Have you anything contagious?"

"Why? What's the matter with you, you comical skit? I'm not sick."

"But you're wet and still not happy! That's against the eternal principles of the universe."

"Oh, cut out the merriment. There's nothing to laugh at. I'm well, and I'm happy enough, I guess. But, see here, Socratic, haven't I always been a good friend of yours?"

Socratic smiled, nodded, and waited.

"Always turned business your way whenever I could, haven't I?"

Still Socratic smiled and nodded in silence.

"Never butted into your game with any pink-beribboned notions of reform, did I?"

Still smiling, still silent, Socratic shook his head.

### Flushton's Complaint

"Well then, I demand to know why you went out of your placid way to start Pejor off on this high-brow 'cultchaw' business of influencing people to buy books at Christmas time instead of the regular line of holiday goods. Don't you know that I've got ten thousand sweat-stained dollars' worth of gew-gaws and gimcracks on hand for Pejor and his precious friends to buy for one another this Christmas? And if they are not sold, I am just that many dollars out, besides all the advertising, extra clerk hire, and decorations—about fifteen thousand dollars in all."

"That bankrupt you?" Socratic wanted to know, solicitously.

"Oh, no. I suppose I could weather the gale, all right. But keeping out of bankruptcy court is not my object in perspiring around that store of mine fourteen hours a day."

"You're in business to stay, then?"

"Sure, I'm no quitter. I've been too long getting things to where there is some show of making a dollar or two to drop it now."

"What interests you more than your holiday profits is the profit balance for the whole year, isn't it?"

"Do I look like a myope?"

"And what interests you more than the balance for this year and next, is the average of the profits for the next twenty years?"

"You have guessed it."

"Who is it brings the money into your store?"

"Now, I can see that I am going to learn something. This famous catechism has begun again. Well, I've always found it worth a lot of money to me, so I'll answer like a good scholar. Please sir, it's my customers."

"Well done, little man. And now can you tell us what influence the prosperity of your customers has on your profits?"

Speak right up, now, so that all the class can hear."

#### Where the Profits Originate

"Why, the more money the buyers have, the more and the better goods they will buy, of course."

"And where does the money your customers have come from?"

"Why, it's their profits on their business, using the word in its broadest sense."

"Fine! You are rapidly becoming an economist. Then you would like to see every one of your customers and prospective customers make a profit on every cent of money and every moment of time they invest, wouldn't you?"

"Why yes, I suppose so. I had never thought that it was any of my business, though, what they did with their time and money. But I guess it is, all right. What's the answer?"

"Think there is very much profit to your customers in gew-gaws and gimcracks and the time they spend on them?"

"You win! I could see it coming. And, of course, if they will only study those books Pejor is so wildly excited about, they will profit, because they will be better business men, better professional men, better workers, better salesmen. Oh, it's easy when you know how, isn't it? Come on out to the club. I'll give you a stroke a hole and beat you."

And Socratic, who is something of a web-foot himself, went out with Flushton into the weather.

#### The Market Value of "Future Talk"

**S**OCRATIC, can you recommend a good correspondent?" inquired Barnes, manager of the Nutrient Confectionery Company.

"Certainly. Do you want one?"

"Do I want one? Don't ask fool questions. Name the man."

"Didn't you just let Keenwell go?"

"Let him go? Let him go? Man, do you think I am crazy? There is absolutely the best correspondent that ever dictated a letter. He was hired away from me by the Ososweet people, hogs chew them!"

"Why did you let them do it? Couldn't

you pay as much as they for such a man as Keenwell?"

"Sure I could—would have been glad to—offered the fool more than they did if he would stay with me. But it was no use."

"Offered him more? Weren't you paying him more?"

"Why no. He seemed to be working along all right on what he was getting, and I supposed he was perfectly satisfied."

"But you were paying him all he was worth, weren't you?"

"Why no. Why should I pay a man a hundred and fifty dollars a week if I can get him to work for me for sixty?"

"But how on earth did you ever get a fellow with Keenwell's ability and experience to work for sixty dollars a week?"

"Well, I told him that there was a great future for him in the concern—that we might make a partner of him if he would begin low and make good."

"And added, of course, that he need only do sixty-dollar work until he got a hundred-dollar salary?"

"Why no, of course not. He got his extra forty dollars in prospects for the future."

"What are the Ososweet people paying him?"

"A hundred and twenty-five dollars a week."

#### A Common Way of Cheating

"How about his future prospects there?"

"Oh, I suppose they are fully as good as they were in our office. I begin to see a light, Socratic. But why wouldn't he stay with me when I offered him a hundred and thirty?"

"Would you buy from a man who had short-weighted and short-changed you, even if he offered to give you a square deal after you caught him at it?"

"What do you mean, sir?" roared Barnes.

"Didn't you take, by your own confession, one hundred and thirty dollars' worth of work from Keenwell every week, and fill up the scale with 'future talk' instead of money—to the tune of seventy dollars?"

"Well, that is a pretty severe way to put it, Socratic, but I guess you are right. But whom do you recommend to take Keenwell's place?"

"What would you be willing to pay Breton, now with the Penobon people, if I could get him for you?"

"How much would it take to get him away from there?"

"Nothing at all. He is going to leave anyhow. They have been shortweighting him. But how much is he worth to you?"

"Do you suppose he would start in at seventy-five a week?"

"Plus 'future talk'?"

"I see—I see. The old habit is mighty hard to break. Well, I'll tell you. Breton is, in some respects, a better man than Keenwell. He knows the manufacturing end of the business better. And I guess he is just about as good on office salesmanship. I'll sign a three-year contract with him at seventy-five hundred a year. I simply can't afford these costly jars

caused by my good people being hired away from me."

"Breton will be at your office bright and early tomorrow morning, ready to sign that contract. I talked the whole thing over with him two or three days ago."

"Well, he will be cheap at even that price. I've learned a mighty valuable lesson. Men like Keenwell and Breton are too tragically scarce and hard to get to try to do any economizing on their salaries."

"Do you like to have a good twelve-dollar-a-week shipping clerk hired away from you for fifteen?"

"By Goshen Indiana, no! Why the same principle applies all down the line, doesn't it?"

"Well, you can't keep on buying good service for 'future talk.' Its market value is too low."

## A Tribute to Advertising

By T. J. McLAUGHLIN

Man, despite all his follies and errors, being led by a higher hand, reaches some happy goal at last.—*Goethe*.

**I**N CRITICISM there should be a serious purpose. If we denounce anything it must be in the interest of something better. If we ask humanity to give up a faith or stop worshipping, it is because we feel that mankind would be better off for so doing.

This is the spirit that prompts me to write these few thoughts upon advertising—a subject that is of vital importance to everyone in the land.

It has been said that "a drop of ink will make millions think." If that be true, advertising within the next decade will be the means of raising the nation's standard by improving the type of manhood to a point that now appears to us as a wild dream.

The whole tendency of civilization is away from supernaturalism. All the progress that science has made has been at the expense of superstition. The thought that is rising in the world today is opposed to everything but the truth. The power of this thought is making the world march on and on.

Thinkers instead of dreamers are to the fore.

Some seed thoughts that are being planted today by our advertising experts will in ten years hence mature and offer a bountiful harvest.

I dare say then that the merchant who has the pine doors in front of his store grained, so as to imitate oak, will be advertising his character. Such a merchant will be stamped as an imposter by the public.

And the merchant who at season's end will advertise "closing out regardless of cost" will be placed in charge of the sheriff.

Yes, and the churches will advertise then as vigorously as the "dives" do at this day. In this manner they will offset the glamour of the "red-light."

These conditions will materialize simply because the teacher-investigator type of advertising man is at work upon the human mind. This is the "high hand" that is pointing to the way.

In education alone do we see the light of hope that is yet to illumine all the continents of human existence. There is no doubt about it—it *pays to advertise*.



# What One Traveling Salesman Thinks of the Mail Order Business : *by* O. J. Vogl

A GOOD many commercial men, merchants, and newspapers are exciting themselves uselessly about the mail order business. They continually use the hammer on the big catalogue houses.

I know of a certain commercial traveler in this section, who is never through denouncing either one or the other houses in that business, and who spends a good deal of his time talking about this subject on trains, in stores, hotels, and at conventions.

Far be it from me to criticise other travelers, or even to defend the mail order business.

I am a commercial traveler, and make my money by selling goods to the trade. My house would not sell a mail order house, or even a department store, who cut the price from the retailers one cent. However, I believe in a certain amount of fairness for our sake and that of our neighbors.

## The Power of Publicity

Mail order houses are a tremendous financial success, and they are in business to stay. This fact we must admit.

When P. T. Barnum started in business as the biggest humbug on earth, other show people called him a fraud, a faker, a grafter, dishonest, and what-not? P. T. said, "Let them talk, just so they talk about P. T. Barnum."

Every knock is a boost, and P. T. collected a dollar apiece from everyone who wished to find out who was right, Barnum, or the knockers.

When they passed out from the show the onlookers asked, "Is it a humbug?" and the wiseacres only smiled a cynic smile and gave the right eyelash a roll. Nobody could resist the temptation and more dollars passed into P. T. Barnum's box office.

P. T. Barnum might have been all the knockers called him, but his name is still identified with the biggest show on earth, and he died, honored and respected, a wealthy man. Founders of mail order houses are going to do the same. The men who are going to die of gall-stones are the

knockers. We may have to pass the hat to give them a decent burial.

## Too Prosperous to Care

I call on many merchants and storekeepers during the year, and this is what I find: The merchant is too busy to talk about the mail order business, and the storekeeper does nothing else.

The successful business men of America have too many opportunities to let any concern hundreds of miles away give them the jim-jams. They leave that to the little fellows.

The live wire plans his own campaigns, has his own ideas to execute, and being a business general knows that by keeping his mouth shut about a competitor, who can only talk by mail, he stands a much better show with the prospective buyer than through the use of any denouncing argument. He talks goods, quality, and sale, and the little fellow on the corner with cobwebs all over the shelves, and sand in the sugar, cusses "those rich mail order grafters."

The commercial traveler who talks mail order houses instead of goods is wasting valuable lung power on a fruitless subject.

Mail order houses are here to stay, and so are merchants and commercial travelers. This country is big enough for all.

The man who will be eventually out of business, is the storekeeper with a catalogue nightmare, and the commercial traveler with a hammer in his sample case. All others will be too busy filling orders.

The parcel post is coming, and so are more interurbans, air ships, and postal savings banks. The men who grow with the times are benefited by the change, those with the yellow streak will live in fear and die in despair.

Open the door of opportunity for your boys with a steady, patient, persistent campaign of advertising—and then as you begin to slide down the other side of the hill, watch the results of your investment.

—*Cosmopolitan.*

# Patrick B. Delany—the Man Who Gave Us the Electric Mail : *by James E. Clark*

**E**VERY salesman ought to be familiar with the life of Patrick B. Delany. It contains unparalleled illustrations of the value of three great principles without which no man can be a successful salesman: Persistence, the law of non-resistance, and "selling it right."

Mr. Delany persisted in his determination to solve a problem until it yielded—persisted after even the great Edison had turned his energies in other directions.

Mr. Delany vainly tried for years to solve a problem in electricity by trying to *combat* and overcome the "static," or accumulative electricity on a telegraph wire. He failed until he practiced the law of "non-resistance," when instead of trying to eliminate this electricity he made it his ally. Then he succeeded, just as have many salesmen who have turned apparent defeat into victory by strategy.

But most important of all, is the manner in which Mr. Delany has sold the product of his years of toil. When one has made a great discovery and can prove its value, the market is easy.

Mr. Delany was not content with merely an easy market or a good sale. He wanted to sell in a manner that would confer the maximum degree of benefit on the people. His purpose is giving the country *an electric mail*.

## The Man Delany

But a word of Delany personally: His success was no accident, not the gift of inspiration nor the taking advantage of one opportunity. He thought out, and fought out, and worked out everything.

Mr. Delany came from Kings County, Ireland, at nine years of age. At sixteen he was not only a good telegraph operator, having regular employment in Hartford, Conn., but he was already doing out-of-the-ordinary things. He was the wonder of the veteran telegraphers because he was able to take messages twenty or thirty words "behind the wire," able to remember the message after it had been ticked off and write it down leisurely.

In 1871 Mr. Delany became associated with Mr. Edison in experiments in a system of rapid telegraphy for which a line was constructed between New York and Washington. Afterwards he sold a patent on "Delany's relay" and a patent on an anti-induction cable. Each of these inventions brought him a fortune, enabling him to continue his experiments and studies in his own way and without the delay or embarrassment that has sometimes attended the work of other men of achievement.

## Every Seeming Disadvantage can be Turned Into a Real Advantage

Against the attainment of a high speed in telegraphy there had always been the static charge of electricity in the wire to contend with. This accumulating of electricity when great speed was attempted seemed for years to be an insuperable barrier in the way of the progress desired.



PATRICK B. DELANY

At one time three strong and keen young men worked on this problem, confident that if they could solve it, they would reap great benefits. One of these men later devoted himself to experiments in other directions that have made him world famous. That was Edison. Another of the trio later founded an electrical manufacturing company known throughout the world. That was Johnson, first president of the General Electric Company.

The third of the men—Delany—never relinquished the idea of a better telegraphy. He kept up his experiments until one day he found that by making a helper of the hitherto hostile static charge of the wire he could accomplish what he had set out to do—the perfection of an electrical machine that would enable him to send telegrams at a speed sufficient to make the work of the speediest operator like the snail's pace.

Resorting to the law of non-resistance gave Mr. Delany a victory over the will of the wire, as the same expedient has given salesmen mastery of otherwise hopeless clients. After that discovery came the perfection of Mr. Delany's automatic system of rapid telegraphy, whereby from 1,000 to 8,000 words a minute may be sent over a single wire!

#### A Broad View of Salesmanship

Mr. Delany's system completed, the thing next in order was to sell it. In view of the prestige that his previous inventions had given him (\*), the ordinary sale of so useful a discovery as the system of machine telegraphy would have been a simple matter.

But Mr. Delany was not content to merely sell. He wanted to *sell right*. This is the essence of genuine salesmanship. In consequence, offers from capitalists were never availing.

He decided that the whole people, not a few moneyed men, should have the benefit of his invention, to the end that telegraphy as a whole should be advanced from its present restricted position and become the servant and the ally of all the people both for business and social communication, just as is the mail.

There is no good reason, he argued, why telegraphy, which is so freely used in all

foreign countries, should not be even more freely used here, where there are so many demands for speed and dispatch.

More pieces of postal matter are mailed in the United States in proportion to the population than in any other country. There are seventy a year per capita in France, eighty-six in Great Britain and one hundred and thirty-five in the United States.

But in the use of telegrams, the United States, the birthplace of telegraphy, is far behind other countries.

The number of messages per capita which we send is one and twenty-five hundredths, while Great Britain sends two and twenty-seven hundredths, and far off New Zealand sends five and five hundredths.

Mr. Delany determined to give the people of this country not only the same telegraphic aid that those of foreign countries enjoy but to go beyond that which Morse had once dreamed and later despaired of doing.

And this leads to one of the most curious of historical facts. Samuel Smiles in his classic volume, "Self-Help," published in 1857 wrote:

"Though the invention of the working steam engine—the king of machines—belongs comparatively speaking to our own epoch, the idea of it was born many centuries ago. Like other contrivances and discoveries it was effected step by step—one man transmitting the result of his labors, at the time apparently useless, to his successors, who took it up and carried it forward another stage—the sentinels of the great idea answering each other across the heads of many generations. The idea promulgated by Hero of Alexandria was never altogether lost, but like the grain of wheat hid in the hand of the Egyptian mummy, it sprouted and grew vigorously when brought into the full light of modern science."

#### The Sentinels of a Great Idea

Now, observe the calling of three great sentinels across the heads of the generations:

\* Mr. Delany's Synchronous Multiplex System of Telegraphy, which he sold to the British Government for \$150,000, and his Anti-Induction Cable on which was founded the Standard Underground Cable Company of Pittsburgh, probably the largest cable manufacturers in the world, were two of his most important contributions to telegraphic science before his invention of the Telepost system.

Between the time that Franklin drew down electricity from the clouds and the day that Morse opened his first telegraph office, ninety-two years elapsed.

In other words, it was "over the heads of three generations" that Franklin called to Morse.

Sixty-four years after the first Morse office came the first Telepost office, or in other words it was over the heads of another two generations that the great work was carried on and finally lifted to a higher plane of perfection.

Those dates cannot fail to suggest to the thoughtful the profound importance of the Delany discovery and his manner of presenting it to the public.

It seemed to Morse, when he had perfected the telegraph, that the logical way to put it into use was as a department of the post office service.

He thought that the handling of many letters by the slow methods of physical transmission by stage, rail and boat would be superseded, in part at least, by governmental adoption of an improved means of transmission of intelligence by wire.

That the old slow way could not survive when a quicker way was available seemed a natural conclusion.

But the government refused the opportunity to make telegraphy an adjunct of the postal system (though nearly all foreign countries have since done so) and Morse's ambition, the crude idea of an "electric mail," bore no fruit.

#### **The Inspiration of the Electric Mail**

When Mr. Delany had perfected his system of automatic telegraphy he at once saw that the number of messages he could send over one wire was so large that if all the present telegraph business of the country were transmitted by his machines most of the wires would nevertheless be idle the greater part of the time.

Then came the inspiration of the electric mail, an original conception with Mr. Delany. This is where Delany, the third "sentinel" working along original lines, brings into realization a seeming impossibility—an *electric mail at prices which not only permit but insure its unrestricted use by the whole people.*

It is evident that with a telegraph system established, using the Delany auto-

matic rapid machines, messages may be sent at such very low rates that everybody is glad to avail himself of the opportunity to expedite his business by the aid of telegraphy.

The salesman who is separated by several states from his house will not have to await upon the slow mails, the expensive hand telegraph or more expensive telephone. The Delany system will take his message at a price that makes him step lively in sending it off, and will transmit it in a manner that insures its getting to the destination just as he wrote it. For the new telegraphy, being a machine, can not draw conclusions of its own like the hand operator. Messages are therefore sent just as they are written, punctuation marks and all.

The messages are first transcribed on a tape by a typewriter and are then fed into the sending machine by the operator, and are received on a tape at destination. There is absolutely no chance for error after the message has been written on the sending strip.

#### **The Plan of the Electric Mail**

The operating plan of the Telepost Company (which was organized to give the public the use of the Delany system) divides telegraph business into two major classes: Messages sent by wire and delivered by messenger; and messages sent by wire and delivered by mail. A different rate per word is charged for the different services.

When the transcontinental trunkline is completed, a fifty-word telegram can be left at the Boston office for transmission to San Francisco. If the telegram is to be delivered by special messenger, the cost will be fifty cents. If it is to be delivered by mail carrier the cost will be twenty-five cents.

A letter now requiring five days from Boston to San Francisco could by Telepost be delivered in much less than five hours. The Telepost system, in addition to its regular telegram service, supplements the mail service, making possible the sending of a letter between any two points in this country within a few hours.

#### **The Electric Mail Owned by the People**

To a man who could for years stick to the pursuit of the idea that gave him the

invention, the formation of a company to exploit this service would be an easy matter, although there is the formidable telegraph trust always ready to gobble up competitors or make them submit with grace to being taken in as Jonah was. To avoid this subversion of purpose, to make sure that this altruistic ideal should not be demolished, Mr. Delany departed from the beaten path.

The Telepost Company which now controls the Delany system has been founded as a public service corporation owned by the whole people. The amount of its stock in a series which any one person may hold is limited to one hundred shares, and as these shares are of small denomination it will be impossible for any person to obtain a controlling interest because care has been taken to apportion impartially the shares among the states—so widely distributed that no trust can ever gather them up.

As a further safeguard there has been created a guardian committee like the Roman Tribune of old, which has the power to forbid any action seeking to bring about a merger, sale, transfer, amalgamation or combination with any other telegraph company. This institution is known as a Board of Voting Trustees and is composed of public spirited men—men of such high character as to preclude the possibility of their ever being “handled.” They are Hon. Henry W. Blair of Manchester, N. H., formerly U. S. Senator; Gen. A. R. Buffington, of Madison, N. J.; Hon. Charles J. Faulkner, Jurist and former U. S. Senator; Rev. Dr. Charles H. Parkhurst, of New York City, the author of many works looking to the betterment of social conditions; H. Lee Sellers, of Lexington, Virginia, President of the Telepost Company; Mr. F. W. Shumaker, of New York City, Chairman of the Executive Committee of the Sterling Debenture Corporation; Rear-Admiral Charles D. Sigbee, of Washington, D. C.; Mr. George Wiard, of Batavia, N. Y., President of the Wiard Plow Company. The veto of any one of these men can prevent any action affecting the independence of the company.

It was less than two years ago that the Mayor of Boston sent a telegram to the

Mayor of Portland on the occasion of the opening of Mr. Delany's first line. Since then great strides have been made in extending the system. A number of cities and towns in New England enjoy the benefits of the electric mail. In the middle west the system includes Chicago, Indianapolis, St. Louis, Sedalia, Terre Haute, Kansas City, Louisville, Omaha. Other cities and towns are being rapidly added to the list and presently the whole country will be able to use the electric mail.

When Morse, the inventor of telegraphy, first sought to give his invention to the world he was ridiculed and reviled by many. That he had scant encouragement is apparent from the governmental rejection of his offer to sell at a ridiculously low price. But times have changed since then and in contrast to his early struggles we find people everywhere waiting to welcome the new telegraphy, not alone because of its merits, but principally because the inventor in putting it into use was deeply moved by a cardinal principle of true salesmanship—“selling it right.”

### Did He Mean It?

**S**ALESMANSHIP was the topic of conversation at a dinner table the other day. Among the diners were two life insurance solicitors.

An instructor in salesmanship remarked to a student of the science that one of the hardest points to make some types of men understand was that salesmanship is persuasion. Instead of using persuasion the aggressive man usually tries to “club” the other fellow into his way of thinking.

Presently the conversation drifted to competition and the fact was brought out that healthy competition is desirable for it helps to educate the public mind.

Instantly Mr. Aggressive Insurance man, speaking of a competitor said: “That man is not only dirty in competition—he is a liar.” Then with a boastful chuckle he continued, “But I fixed him up in R—. I lapsed every policy he wrote except one and I'll get that when the next premium is due. I just used his own weapons on him.”—K. M. H. B.

# Doing the Work that You Like—How to Prepare for it : *by* Leonard W. Smith

**T**HE other day I read: "It is better to pound an anvil and make a good horseshoe than to pound a pulpit and make a poor sermon." And it is. Yet ordinary observation shows that a very large part, if not the largest part, of all the world's workers are square pegs in round holes, men who are pounding pulpits instead of anvils.

I think that the reason is simple—very few of us are doing the work we'd like to do. Chance cast our lots into certain lines of work and we stick to these uncongenial lines largely through force of habit.

Yet no man ever makes a success of work that he does not like, no man does as well as he might so long as he is working at one thing and wishing that he was busy in another line. To my mind there is no advice that is safer to follow than this: If your work is not to your liking quit it right now and take up the work that you want to do. No apparent sacrifice that may be involved in the change is half so important as is your future happiness and efficiency.

## **The Way Out for Round Pegs in Square Holes**

Have you ever noticed how remarkably successful are the men and women who have taken courses in correspondence schools? If you have, you may have attributed this success to the excellence of the training that the schools give—but that isn't the reason. The reason that graduates of correspondence schools get ahead is the fact that in almost every case these men and women have picked out the kind of work that they want to do and have deliberately fitted themselves for that work.

The great work that is done by schools like that of Scranton is not the work of helping men and women to education, but rather the work of helping square pegs to get out of round holes.

I have before me as I write one of the weekly reports of the International Correspondence School. It says that during the

week ending April 7, this year, fifty-three people were graduated by the school.

Out of the fifty-three, eleven were twenty or younger, twenty-six, or practically half of all, were between twenty and thirty, eleven were between thirty and forty, and four between forty and fifty. The average age was twenty-seven years.

But even more significant is the fact that out of the fifty-three graduates at least twenty completed courses which were radically different from the lines of work in which the students were engaged. The others took courses which enabled them to rise higher in without leaving their present field.

As illustrations of the first class of students I mention a farmer studying book-keeping, a weaver studying illustrating, a section hand studying cotton spinning, a telegraph operator studying surveying and mapping.

Here then are twenty men all of whom have been at work for several years, fitting themselves to change their occupation, to do the work that they want to do.

## **Great is the Correspondence School**

And because the correspondence school offers not only the means by which a man may leave the uncongenial task and enter upon the work that he likes, and because it offers this change with a minimum of sacrifice, I say that the correspondence school is almost the most useful institution in this country. It is doing more to promote industrial and human efficiency than can possibly be calculated. As a promoter of individual prosperity and happiness I think it heads all other institutions that I know of.

The average boy leaving school to go to work, takes the first job that offers. The younger the boy the less able he is to decide what work he would like to do. And yet the younger the boy the more likely it is that he is obliged to go to work to help poor parents, and the less likely he can afford to give up an uncongenial job.

Thus ignorance and necessity conspire to force the boy into work that he doesn't like, and to keep him at it. Before many years have passed ambition is dead, work becomes habit, and life becomes a dull gray, uninspiring prospect. The boy and the man lose, and society loses.

I have said before that almost all labor is painful. Even the task which one chooses for oneself is rarely a joy forever. But doing the work that you want to do is infinitely more pleasurable than doing the other kind. And it is more profitable.

Labor is paid for in proportion to its results. The man who does the most work and the best work gets the most wages. There is no man living who will not do more and better work if he picks his own task than if he is obliged to labor in an uncongenial field.

So any means that enables men and women to change from work they don't like to work that they do, not only lightens labor and promotes individual happiness and success, but it promotes individual prosperity and national efficiency.

Do the work that you want to do and you will be happy. If you are not doing the work that you'd like to be doing, change. It may mean sacrifice, it may mean study and hard work, and beginning all

over again, but all the sacrifice and study and work will be well repaid.

#### Short-Sighted Employers

I think that here I may be permitted to suggest that in every shop there are boys and men who would like to change to some other department and who would become better workmen by so doing. But most employers are averse to such changes.

If a man is a good shipping clerk it seems folly to allow him to transfer to the main office because it seems like losing a good shipping clerk and gaining a poor book-keeper. But if the shipping clerk is an earnest, intelligent fellow and can give reasons for wanting to change, it is my opinion that an employer stands in his own light when he refuses him the opportunity. For he spoils a good shipping clerk nine times out of ten, and gains nothing by the refusal. Any man with brains enough to be an employe worth having, will resent the obstacle that has been placed in his way.

Give the boys a chance. A wise man fits men in where they will find work to their liking—only a fool employer fires a boy because he would rather work in the machine shop than run errands or because he would rather feed a press than learn to set type.

Think it over.

To stand a little way  
Above the crowd,  
To fell the blinding spray  
From torrent cloud  
Full in the face,  
To strive, to love, to lead,  
To blaze the trail,  
To serve by word and deed—  
And then to fail,  
Is no disgrace.

—Glen Buck

# Fools and Their Money—A Financial Joke on the Investors : *by* Thomas Dreier

**G**UMSHOE & BLUDGEON operated a manufacturing plant of unpretentious size in an unpretentious corner of a business block in an unpretentious city in Ohio. They started out with the intention of slowly building up a local business that would do a bit more than pay their living expenses. After the living income from the local trade was assured, their plan was to manufacture a special article for which, they felt assured, there was a national market.

The building up of the local business went on according to schedule. Gumshoe was an expert machinist and folks knew that when he was entrusted with a job it would be well done. Bludgeon was the business partner. His abilities were directed toward the eminently respectable end of keeping the books and looking after soliciting of new business during dull periods in the office. Neither partner could pose as an intellectual genius and get away with it. They were both common, ordinary, enthusiastic, persistent, well-intentioned, ambitious young business men.

The work done by the firm speedily won for them a local reputation that made their competitors wince. They did work such as had never been done in that city before. There was a certain quality about it that was unmistakably winning. No one would think of intrusting delicate work to other machinists when Gumshoe could be secured to attend to it. All this was fine for the business. Trade was getting brisk. More machines and more helpers had to be added. Before six months had slipped by Cæsar-like ambitions began tumbling over one another in Gumshoe's head. He saw himself at the head of a concern that would be favorably known all over the country. The limelight struttings of his imaginary self appealed to his vanity. He pushed his hat a little farther to the rear of his head, puffed more vigorously at his pipe, and in the smoke saw himself pointed out as a plute by the envious proletariat.

"We've got to have more capital in this business," he flung at Bludgeon one day, elevating his feet to the top of the desk that served both of them.

Bludgeon stared. Then he pulled out a drawer, opened a cigar box, took out a cigar, lit it, puffed a few spasmodic puffs, placed his feet beside those of his partner on the desk, settled back in his chair, crossed his fingers behind his head, looked expectantly at his companion and waited.

"Yes, sir," continued Gumshoe, who had waited patiently for his co-worker to settle himself comfortably, knowing that what was to be said would be listened to with greater attention, "we've got to round up some more capital in this business."

"Why?" queried Bludgeon. "I thought we were doing pretty well."

"That shows what an antique you are in modern business building," said Gumshoe, removing his feet to the floor with a bang. "Now, listen to me," he continued, after interrupting himself long enough to pack his pipe and light it. "This business is all right. We are making a small living as it is. We are doing much better than we imagined we would when we began. Our force is three times as big as it was when we started. We have more business than we can take care of with present equipment. If we build slowly we shall eventually make a good living."

"Isn't that all we want?" asked Bludgeon.

"It isn't all *I* want," and Gumshoe cast what he intended as a withering look at his partner, whose ambitions were those of a child according to his manner of thinking.

"I can see that we have possibilities in this invention of ours that ought to make us millionaires. I want more than a comfortable living. I want to ride in my own touring car, and I want to have the comforts that I can get only by annexing a big pile of money soon. I might get it by working at this business and developing it slowly, but I don't want the early



years of my life to slip by without enjoying it. I want money right now."

"How can we get it?" asked the slower Bludgeon, showing his interest by placing his feet on the floor, forgetting to flick off the ashes of his cigar that fell on his vest.

"I've thought about that. The effects of the late financial unpleasantness having in a measure been forgotten, confidence has been restored to a large extent. Already the middle-class people are taking their savings out of their socks and ginger-jars and are looking about for places for investment.

"If you have been reading the magazines of late, and have not neglected your education to the extent of failing to read the advertising pages, you must have noticed the number of offers of stock that have been dangled before the investing public. That these companies continue to advertise month after month is proof that those advertisements are producing results. People are investing and——"

"Do you mean to say that we might get money in that way?" ejaculated Bludgeon, his mouth dropping open and showing his large, yellow teeth.

"That, my infant, is just what I mean," answered Gumshoe, smiling benevolently, like the president of a country school board after receiving the correct answer to a question asked of a child.

"But how?" persisted Bludgeon.

"We shall incorporate this business for \$250,000——"

"But it isn't worth \$250,000!" ejaculated Bludgeon, whose father had been a New England minister, and who therefore had been trained to give value for value.

"Of course, I do not want to pose as the financial expert of this firm," answered Gumshoe, "but if I may be permitted to offer you the crumbs of knowledge I possess without being afflicted with your interruptions, I should esteem it a great favor.

"It is true that this business couldn't be sold for \$250,000, but if we sell it to a corporation which we shall form ourselves, *we need not be* too modest in placing a value upon the good will."

"Do you mean——"

"Exactly. I mean that the law is very generous in permitting us to estimate our

present and prospective good will at a high price. Of course, we shall not be able to sell it for enough to control the company if all the stock were sold at once. But supposing we take as much stock as we can under the law, and then sell to the public *only so much as will leave the control in our hands.*

"It is a very simple matter to keep control of a company if the thing is rightly handled from the start. Of course, we are not particularly interested in the stockholders. We want to be sure that our own nests are feathered. All we want is to get from the public the money we need to manufacture and market this specialty of ours.

"We know the business thoroughly. We know the value of our specialty. We feel sure that with proper advertising it will be sold successfully at a big profit. But we need capital. I believe that we can get this capital by means of a well-printed prospectus, some good follow-up letters and a bit of well-designed advertising in the magazines. The fact that we use the standard magazines will give dignity to our proposition."

"But," asked Bludgeon, "how are we to control it if it does grow big?"

"Oh, that's the simplest part of it. To market the specialty is our real task. To control the company is the work of a child. Listen to me. We take as much stock as the law will allow us. That gives us a big advantage at the start. We take this stock in exchange for this partnership business of ours, our equipment, stock, fixtures and good will. This last is of especial value. Then we sell to the public less than is required to give the public control. Of course, you know a wise and benignant government sees to it that the owner of the majority always controls a corporation.

"Controlling the corporation, as we will, there is no reason why we should not vote ourselves any salaries that our great brains and precious talents deserve. Of course, I may be mistaken, but it strikes me that we shall not be compelled to change any of our stockholders into plutocrats by paying them big dividends. To save them from the sufferings which always attend the acquisition of great wealth suddenly, we'll take the money that might be spent in divi-

dends and use it for salaries or to make investments in new equipment. With the money that we do not need for our own necessities and luxuries we'll buy treasury stock, which will add to our strength. And if at any time we are forced to sell treasury stock in order to secure cash for an emergency, and have no money with which to purchase an equal amount of stock for ourselves, we can give our personal notes for any amount of stock we desire. Of course, our notes will be acceptable to the officers, since we shall be the officers."

#### They Incorporate

Having arranged all these matters beforehand, Gumshoe & Bludgeon set about incorporating their business. For a consideration an attorney attends to everything. He prepares the papers of application, sends them to the secretary of state, guides the new corporation between the legal rocks in the commercial channel, prepares the minutes of various preliminary meetings without requiring the attendance of the incorporators, and acts the part of the corporation's wet nurse with the ease and manner of one who had performed similar duties before.

In the meantime Gumshoe has been sitting up nights preparing a prospectus. His first move was to write to all companies advertising stock for sale. He paid special attention to the work of getting information from other companies in his own line. Seated at his desk, he had before him the offerings of half a dozen big firms. The only difference between those companies and the one he was about to father was that they were blessed with real assets. Gumshoe intended to write a prospectus that would combine lies and truth so skillfully that only a personal investigation of the books would serve to untangle them.

After reading the various booklets, letters and folders, Gumshoe filled his pipe, pulled a pad of paper toward him, sharpened his pencil, and began to take notes. After gathering the kind of material from these sources, he wrote. He first sketched the early history of his company. He dwelt upon the early hardships and struggles of the founders, of their perseverance under difficulties, of their iron courage and indomitable determination to

succeed, of the long hours of work and the sleepless nights spent in planning, of the doubt of friends and of the faith of the founders, of the apparent failure of the company and of the sudden turn toward success, of the growth of the business to a point where dividends could have been paid were the dollars not reinvested in equipment, of the inability of the owners to handle the business on hand with the present equipment and capital, and finally, of the altruistic determination of the owners to share their wealth with those wise folks who would not neglect to nab Opportunity by the forelock.

Sandwiched in between all this were stories about other companies that had achieved wonderful success. It was told that one Bill Jones, a poor, untutored laborer, who had saved a paltry hundred dollars and had invested it in the Umpty-Ump Company in its early days, had seen his holdings increase in value until he was able to send his daughters to a fashionable finishing school and his sons to Harvard. Of Sam Smith, a modest grocer in Timbuctoo or Kalamazoo, it was related how he had, after much persuasion on the part of a salesman for the Blankety-Blank Company, invested \$500 in stock and in less than ten years sold his holdings for half a million.

With remarkable self-restraint, Gumshoe held his vivid imagination in check and eventually produced a prospectus that was a model in every respect for the purpose for which it was intended. It was printed by a printer who knew how to combine inks and paper skillfully. There was nothing ornate about it. It was chaste. One would almost think it the offering of some conservative banking firm of established reputation. There was about it a certain atmosphere of solidity—an atmosphere that compelled one to believe in the promises and statements it contained. It was an exquisite piece of work from both literary and mechanical standpoints. In fact, the only thing that could be criticized was its failure to tell the truth.

To begin with, there appeared an elegantly doctored picture of the building which offered the firm a home. Although the original building showed many signs of various other businesses, the engraver

who made the cut managed to eliminate them. In reality the company occupied but a small corner of the structure, but by means of a big sign stretched across the entire front the prospective stock purchaser was made to believe that the Gumshoe & Bludgeon Company occupied everything in sight. Statements about the financial condition of the company were made which even a careless analysis of the books would show to be untrue. Boasts were made about the demand for the specialty that had but a faint foundation of truth. Lies, truths, half-truths, perverted truths, all kinds and varieties of truths and lies were skillfully blended. The effect was one that almost any promoter without the burden of a conscience would have been proud to call his own.

The effect upon the public was almost instantaneous. Having won the confidence of hundreds of persons by the excellence of work done for them in the past, these people accepted as true all that was told them by the prospectus. Their confidence had been given the concern before and they were somewhat justified in believing that they would be given a square deal. They sent in their checks and the treasurer was made happy as a child with a new toy. He was given the opportunity to handle more money than he had handled at any one time previously. Gumshoe was elated. He seemed to be on the road to affluence. With his hat tilted still farther to the rear of his head, he paraded the streets of his home town like a peacock on parade. As a strutter he graded one hundred per cent. With him everything seemed lovely and the goose honked high.

#### Prosperity

More circulars and letters were rushed out. More money and checks came in. Success seemed assured. Gumshoe never doubted. His vivid imagination showed him hiding about in an aeroplane that would startle the sober natives of his native city. He began to poke out his chest. Instead of attending to business, he began to take trips to places where he might gratify his desire to strut. As a result of his absence the local business fell off. Jobs were not delivered. Requested estimates were not furnished. The money came in

so easy that, like gamblers, the players led him on their efforts. The local organization began to weaken. Some of the wise workers, seeing the drift of things, knowing that Gumshoe had lost his head and was running amuck, began to leave. The quality of the work fell off. Gumshoe rushed hither and thither, but the business had slipped away from his fingers. It was headed down hill.

To make matters worse, the news leaked out, as news of that kind always will, that the company had sold stock under false pretenses. Stockholders, forgetting that their duty, like that of children, was to remain unseen and unheard, began to ask impertinent questions. Very gentlemanly and very evasive answers were made. But the stockholders, forgetting their manners, became insistent. Less gentlemanly answers were sent. One of these reached a peppery old gentleman who hadn't learned not to allow his angry passions to rise. With blood in his eye, he bought a ticket that showed his destination to be the Ohio city. With blood still in his eye, he asked the policeman the way to the Gumshoe & Bludgeon building. The policeman didn't know. Neither did the street car conductor. Finally he found his way to a newspaper office and was given the right directions.

At length he saw a building that looked like the one the prospectus showed. But where was the big sign? And what meant all those smaller signs on the various windows? The elevator boy took the visitor to the very top floor and told him to walk down the full length of a dirty, ill-lighted corridor. At the end he saw a sign on the greasy glass door that told him his journey was about at an end. He stepped in.

Instead of the palatial offices which he had been led to expect to find, instead of scores of busy workers and clicking typewriters, instead of fine furniture and expensive art hangings, he saw before him a dirty, unswept, poorly furnished room; one scared looking stenographer; a big table covered with cigar ashes and a pile of papers that resembled a magpie collection; four chairs, one without a bottom and one held together with wire; a rug that was once gaudy in color now showed nothing of its former magnificence, being streaked

with cigar ashes that had been ground into it by heavy heels. A dusty umbrella stood in one corner. A safe that had once done duty for a druggist, and that still bore the druggist's name, stood backed against a door. Its door was open, showing the disorderly array of books and boxes within. Bludgeon, a heavy cigar between his lips, arose and showed his yellow teeth in a smile. The blood still showed in the visitor's eyes.

But the peppery man had a sense of humor. Looking around at the desolate, dilapidated room, its scared stenographer, the yellow-toothed Bludgeon, the dusty umbrella, there came to him a thought of the prospectus. The picture painted there and the actual reality were too far apart to mate. Realizing that nothing could be gained by taking counsel of his temper, the peppery man laughed. The pitiful reality contrasted with the vision that must have existed in Gumshoe's mind when he wrote the prospectus was too much for the visitor's sense of humor. So he advanced toward Bludgeon with eyes that beamed with good nature.

#### Mr. Pepper Pays a Visit

"My name is Pepper," he said, "from Columbus. I bought a couple of shares of stock in your concern and thought I'd drop in for a little visit. I am sorry I haven't time to avail myself of your invitation to all your stockholders to look at your books. I'll just walk around with you, if you don't mind, and then catch the next train out."

At his mention of his inability to look at the books Bludgeon looked relieved. He joyfully escorted Pepper around the shop, stopping to introduce him to grinning workers as "one of our stockholders." Pepper saw how small the institution was. He smiled as he remembered that it had been compared with some of the biggest in its line in the land. The meagre equipment, the smallness of the machines, the untidiness and dirtiness of the place, the pitiful makeshifts indicative of poverty, the insignificant mental size of Bludgeon—all so painfully contrasted with what he had been told by the prospectus that Pepper was forced to struggle between mirth and anger.

"I certainly was an 'easy mark,'" he said to himself, "to have invested even a few dollars in this concern without having investigated. Of course, I excuse myself because my confidence was won by the excellent quality of the work this shop has done in small things. But I should have known that the place wasn't what it was advertised to be. I should have discovered the Ethiopian in the coal-bin. If I had used my usual good sense I should have taken pains to learn something of the personalities of the men behind, for I certainly am old enough to know that the men behind, their strength or weakness, means success or failure."

All this flashed through his mind in a moment. All the time he was apparently listening to Bludgeon's prattle, all of which was but a rehash of the arguments advanced in the prospectus. There was in Bludgeon's manner a certain innocent pride—a pride of one who had hypnotized himself into believing the lies Gumshoe had written. Pepper, wise in reading men, recognized the innate honesty and simplicity of the parrotic Bludgeon. He saw that the man had no intention of defrauding folks, but that he had been convinced by the stronger personality of Gumshoe of the justice of the Jesuitical doctrine which proclaims that the end justifies the means. That Bludgeon believed that the company would succeed, he did not doubt. Bludgeon, in his ignorant innocence, was blinded by the glittering lies his partner had perpetrated.

"I'll let the poor fool enjoy himself in his ostrich-like security," said Pepper to himself. "It would be a shame to rob him of his present pleasure, since his pain will start soon. He is just about as innocent of the true state of affairs as I was when I bought my stock." Then to Bludgeon he turned with, "Well, Mr. Bludgeon, I'll have to move along. I want to thank you for an amusing morning. Why not drop down and 'have one' on me?"

Bludgeon mournfully refused the invitation, having read somewhere that stockholders are sometimes suspicious of officers who indulge in intoxicants. The burdens of his position as an officer of an institution in the public eye were beginning to bear down heavily upon his weak shoulders.

Pepper's visit was the beginning of the end. Although he felt that he deserved to lose what he had invested because of his failure to investigate, he certainly did not intend that others should foolishly make further investments if he could prevent it. He felt that it was his duty as a business man to prevent crooks from muddying the waters of confidence out of which honest folk must drink. But he did not intend to take the Gumshoe & Bludgeon matter too seriously. It came to him that laughter would be more effective than invective or legal action.

Therefore, he began telling of the joke played upon him and others by two bright boys in the Ohio city. Many of his friends had invested when he did. He took special delight in inviting them to a dinner. When they were properly ballasted with food and drink, he told them of his journey and his discoveries. Some were inclined to "do things" to the promoters, but the majority agreed with Pepper that they had better charge their investment up to educational and experience expense and make that investment pay profits which were expected from Gumshoe & Bludgeon.

These men could afford to lose what they had invested. But there were clerks in stores, stenographers, salesmen on small salaries, small merchants and others who had purchased stock. To these Pepper wrote a letter telling of the joke he felt had been played upon him and his friends, of his discoveries in the Ohio city, of the smallness of the concern, of the debts under which it was being borne down, and, last, of the futility of attempting to take legal action to recover what had been invested. He advised them to pocket their loss and "go and sin no more." He suggested to them, as he had suggested to his own friends, that they might yet make the investment in experience yield them big dividends. The majority took his advice. Some, however, were not so forgiving. Harsh letters went from them to Gumshoe & Bludgeon. Gumshoe tried to placate them with honeyed letters. But the laughter and the public speaking of those that had been duped by his lies had stopped the sale of stock and the end was in sight.

For months Gumshoe & Bludgeon had been paying running expenses, salaries and

pleasure trip costs out of money received from stock. Bludgeon had stated early in the campaign that if a sufficient amount of stock was not sold—enough to insure the success of the national campaign intended to launch the specialty—the money would be returned to the stockholders. But the demand for money for running expenses, the dropping off of the local income, the desire to gratify Gumshoe's desire to strut and pose, all these had broken down the original determination and the stock money was thrown into the business. Expenses had increased, local business had fallen off to almost nothing, stock sales stopped, and creditors began demanding money. Gumshoe, like a cat on a hot brick, rushed hither and thither, but the days spent in wining and dining and loafing had incapacitated him for work. His vision was warped. Bludgeon, unused to the emergency he faced, was like a child. Then the creditors stepped in.

The books were found in woeful condition. Bludgeon had tried to keep them in shape for the sight of stockholders. As a result they, like the prospectus, were a mass of truth and lies. But an expert accountant brought order out of chaos, the plant was sold for less than was required to pay the debts, and Gumshoe & Bludgeon were left with the wreck of their dream. They had bartered a local business, built on the solid foundation of satisfactory service, for a prospective national business, built on a foundation of misrepresentation and lies.

Gumshoe secured employment at a bench in a rival machine shop. Bludgeon was employed behind the counter of a local cigar store.

Pepper, when he heard of the end, thinking of them and of the stockholders they had duped, merely said, "Fools and their money——"

"It is very good for strength to know that someone needs you to be strong."—*Mrs. Browning.*

"Most of the sins of youth spring from inability to use rightly the leisure hour."—*F. A. Atkins.*

# Energy—The Dominant Keynote in Life's Success Symphony : *by* Bertha A. Loeb

**T**HE mad rush of great cities like New York or Chicago, and the whirlpool of eddying life in bustling centers of industry, often startle one.

The people hurrying hither and thither like leaves before a gale; the cars clanging by; the automobiles honking unmelodiously their hoarse notes of warning; the elevated trains flying by overhead—all these impressions of swift, hurried, breathless life excite one into wonderment over it all.

What does all this mad race, this deafening noise mean? Is this the essence of life that all should seem a chaos and confusion?

To the man who lives a quiet, peaceful, placid life in a village, or small town, where Nature speaks to him in the eloquent song of bird or language of the trees and the babbling stream, meandering in idleness the live-long day, life seems often as free from the clouds of worry as the blue skies of a long, sunny summer's day.

To the calm dweller in rural districts, the city man who hardly takes time to breathe, to eat, to love, or to live, the man in the whirligig of business life in a great city seems often suffering from a form of lunacy, the victims of which mania are to be pitied and consoled with rather than held responsible as rational beings.

## The Wondering Dweller in Arcadia

Says the dweller in the small town in cynical criticism of the urbanite's bustling activity, "What fools these mortals be.

"They are a money-mad lot scrambling after the glittering coin, chasing after material possessions, day in and day out, year in and year out, as if money and materials alone were life.

"The only cure for their madness is the allotted six feet of earth at the end of their wild gallop over the obstacles that confront them."

But the city hustler, the man who wants to arrive somewhere, answers, "*Life is service* and he profits most who serves best."

To keep alive in the industrial whirlpool of life one must *work*.

To do one's work in life, energy and vigilance are needed all along the line.

The man who nods and falls asleep, who is not actively engaged in eyeing his resources—such a man arrives nowhere.

This world with its starry domes, its trees and budding blossoms, was made for the enjoyment of man, God's highest creature in the flesh.

But life was not given to man as a plaything to be used at his own pleasure and to be frittered away in idle ease.

## A Hustler—But a Failure

One must earn the right to enjoy the sublime peace of the evening sky, by the toil of the day, by the honest effort at achievement.

The city man, whose business life of push and jostle and hurry has atrophied his love of nature, who, on account of figuring up the dollars year after year has no time to enjoy the vast silent spaces and the majestic forests of this great old earth of ours—that man is a failure. Be he worth millions he is still a beggar, for he possesses nothing worth while.

He is not master of his wealth. He is but a slave of his possessions.

He is not a human soul with divine attributes. He is a distended pocketbook full of bank-notes.

This failure of a man is the city man who rushes madly to his own undoing.

But there is another type of city man whose energy is sane, the man with a purpose to be a doer in this world, the man who lives and helps others to live.

This sane, strenuous man with push you can see by the myriads in great cities. He forges his way ahead, converting legitimate desires into powers by the use of this inborn energy.

He puts on his thinking cap. He conceives a certain ambition, he invents means to encompass his ends, he studies the situation, then he slaves and forges his way ahead so that he may conquer by mere force of will power and energy.

This is a specimen of manhood—the kind that helps civilization forward instead of retarding it, for this specimen of a man has the great asset—energy—the keynote to success in life.

### Magic Words

By Charles R. Trowbridge

"Good morning!"

"Good night!"

"Good bye!"

"Good luck!"

"Thank you!"

Magic words, these.

Full of power, possibilities!

Do you use them, Mr. Business Man, in all the meaning of their creation?

Clearly, heartily, enthusiastically, firmly, courteously, smilingly?

In going after business, in closing up business?

There are so many occasions where they can be applied; so many occasions where they have made customers out of prospects, friends out of strangers.

It costs but a smile (which is always worth carrying) an open, honest, sincere manner of expression (which no man can afford to be without).

Put sunshine, gladness into your "Good mornings," your "Hello theres," your "Good nights."

Let your "Good byes," your "Good lucks," come with a merry ring and your "Thank yous" fairly bubbling over with appreciation.

## Order of Mind

By ELIZABETH WEBB GAYNOR

**A**MONG the contrasting species of human beings around us in life, we note the difference between those unfortunates who are always hurrying, always worrying, always complaining about the numberless tasks before them, and those other people, who, quietly conscious of power, go on their useful ways, doing the day's work, the week's work, the year's work with almost elemental calm. It is superfluous to add to the description that the latter kind of person accomplishes five times the amount of work done by the former, with one-fifth the wear and tear on his own nerves and the nerves of others.

What is it ails the hurry-worry class? Not perversity, not stupidity. The state of hurrying and worrying is a habit engendered in a disorderly mind.

There was once a college professor who said to a class of freshmen: "You may think that you have a great deal to do, but you need not suffer confusion from this. You will never be at a loss what to do next, if you will follow this simple plan. At the beginning of each day, review that day's tasks in your mind. When you have these marshalled before you, divide them into three classes—the Must-be-dones, the Ought-to-be-dones, and the Want-to-be-

done. Then turn your first and best attention to the first class. When those are finished, you will find the second class ready for you, and the third class can have the time that is left. Just a little generalship at the dawn of each day, and the duties of that day fall quickly into ranks of order.

This same plan applied to a man's life as a whole, begets in that life the calm and consistency of ordered action. One may say to himself, as follows:

First, I must keep in league with the forces of Good, otherwise even in life's high places I should walk in darkness.

Second, I ought to make my life a successful life. To that end was I given powers of body, mind and spirit.

Lastly, I want enjoyment of life's happiness in some of its many forms.

Only some such ordered philosophy can produce a constant mind, a consistent life, a life of great accomplishment, free from petty worries and unrest. Such was the life of the great Goethe, who was statesman, administrator, scientist, inventor, novelist, dramatist, and poet, whose motto was "Without haste, without rest."

May we all have such lives of calm in the midst of action that we may pursue our useful ways "*Ohne Hast, ohne Rast.*"

# Some Random Comments on Salesmanship and Advertising : *by* George H. Eberhard

**I**N THE work of a salesman and the preparing of advertising it is generally found that the knowledge which is of real value is that acquired from actual experience and observation.

The knowledge acquired from books and schools is necessary. But only when supplemented by actual experience can such knowledge be intelligently utilized. Nevertheless, they who have such work to do cannot study too much or analyze too thoroughly.

In both salesmanship and advertising one must, above all things, study people and their activities. In both professions it is essential to have at one's command a diversified fund of general information.

The attempt to reduce salesmanship and advertising to a science has been a big step in the right direction—a greater step forward than most of the students or workers can realize. The advertising man should study salesmanship, for advertising is but another form of salesmanship. The study of the science of advertising, its laws and their operation will help the salesman.

Both the salesman and the advertising man should understand business in its detail as well as the broad principles involved. The tendency to specialize too highly is a great weakness among salesmen and advertising men today.

## Attraction and Repulsion

Now, I have no intention of discussing the principles involved or the development of either salesmanship or advertising in a systematic manner. I intend to make some random comment, showing how closely advertising and salesmanship are related and add some general thoughts on the subject.

For instance, some colors please—others repel—in advertising. Neat clothes and a clean and fresh appearance please while loud and careless dress and manners repel, in salesmanship.

Good typography and art help an advertisement to secure the best result by compelling attention. Good clothes and a well-balanced appearance help the salesman

secure attention and influence the customer to decide favorably.

No man's mind can be neutral. It's always for or against what is presented to it. In reading an advertisement or listening to a salesman the prospective customer is on the defensive. Many experiences in the past have proved that all goods are not right or necessary to him even though they are advertised or presented by a salesman.

There is, as you know, the motor principle involved in all suggestions on the mind of the man receiving the printed or spoken word. If you can start the motor in your direction, you get results. The well-balanced advertisement or spoken sales talk can start the motor before judgment can interfere.

That is why, as individuals, we buy a lot of fool things, or things we do not need. Our mental motor was started and we acted before our judgment reversed it.

This suggests the fact that a man's home tells you how his mind operates, his disposition, position and viewpoint. If his home is full of a miscellaneous assortment of things that he doesn't really need, he bought because of clever advertising or selling on someone's part, it shows that he or his family is a good consumer.

This type of man to the advertising man and the salesman is usually the "ideal." This is an error. The "ideal customer" should be the one who sticks and repeats as a result of buying after his judgment decides in favor of the purchase and then through receiving satisfaction from the goods purchased.

## The Business Ideal

In both advertising and selling it is well said that every institution should have an ideal that it is working toward and then the product, its management, its salesmen and its advertising, should, at all times present the institution at its best.

This ideal should be based on giving full value, good service, and building everything at its best, neglecting no detail. This brings the whole institution into full sym-



pathy with the conclusion laid down in business philosophy—that you must work in accord with the Law of Harmony and the Law of Mutual Benefit to succeed.

If everything creates the right impression, from the merit of the product to the conduct and appearance of the business, it means a lasting, favorable impression on the customer's mind and builds a permanent trade.

Inspiring confidence is vital in advertising and salesmanship. Every individual and every ad must ring true. It is always worth repeating that honesty is the basis of confidence and it is only by having an honest purpose behind the written or spoken word that confidence in this policy can be maintained.

Every advertising campaign, every selling campaign, must be conducted on the theory that it takes time to accomplish big results. It pays to build slowly and carefully, so as to avoid lost motion through hurrying or doing things in a slack manner with the idea that it means action. In reality it creates difficulty.

The laws of sale are the same in both advertising and salesmanship. The written and spoken words in selling must be so arranged that they will, first, logically secure the attention of the prospective customer; second, create an interest in what you have to sell; third, to inspire a desire on the part of the customer to possess, and, fourth, to bring about action.

Advertisements and salesmen are judged by their surroundings or associations as well as by appearance. An advertisement in a reliable medium is more valuable and liable to cause a sale than one in an unreliable medium. A salesman with a responsible firm is likewise at an advantage and is assumed by the prospective customer to be honest. An honest salesman representing a firm of unreliable reputation will soon find he is considered to be unreliable by the trade on account of being associated with an unreliable firm.

A clean, healthy appearing salesman has the same effect on the mind as a clean impression of an advertisement on good finished paper has to the eye.

## The Philosophy of Life

By CHARLES H. MICHAEL

**A**N ANONYMOUS writer has said: "Did it ever occur to you that a man's life is full of crosses and temptations? He comes into the world without his consent and goes out of it against his will, and the trip between is exceedingly rocky.

"The rule of contraries is one of the features of the trip.

"When he is little, the big girls kiss him; when he is big, the little girls kiss him.

"If he is poor, he is a bad manager; if he is rich, he is dishonest.

"If he needs credit, he can't get it; if he is prosperous, everyone wants to do him a favor.

"If he is in politics, it is for graft; if he is out of politics, he is no good to his country.

"If he doesn't give to charity, he is a stingy cuss; if he does, it is for show.

"If he is actively religious, he is a hypocrite; if he takes no interest in religion, he is a hardened sinner.

"If he gives affection, he is a soft specimen; if he cares for no one, he is cold-blooded.

"If he dies young, there was a great future before him; if he lives to an old age, he missed his calling."

"If you save money, you're a grouch;  
If you spend it, you're a loafer;  
If you get it, you're a grafter;  
If you can't get it, you're a bum—  
So what the Hell's the use."

But look at the thing this way:

Did it ever occur to you that a man's life is the crowning wonder of creation? He counts for what is *in* him, not by what is *on* him.

In babyhood he's a messenger of peace, a living jewel, dropped, like rain, from heaven, and he is kissed by old and young.

In manhood he is greater than the systems of worlds; there is more mystery in the union of soul and body than in the

creation of the universe, and his creative genius is kissed by old and young.

If he is honest, he is rich; if he is not honest, he has fallen; he is no more a man.

If he loves his country, he is an honest politician; if he does not love his country, he ceases to be a man.

If he is broad-minded, he is endowed with religion; if he is not broad-minded, his religion is in doubt.

If he saves his money, he is prudent; if he does not save his money, he's a slave.

If he gets money, he is judged by the way he acquired it; if he does not get money, he is lazy.

If he is a man, he succeeds in everything; so be a man.

If he surmounts obstacles, he grows strong in manhood; if he does not encounter obstacles, he is a weakling.

Adversity strengthens manhood; perversity shatters the soul of man. Adversity developed a Lincoln; perversity corrupted Rome.

If you want to be a weakling, be a drone; if you don't want to be a weakling, be a man.

If you are wise and prudent, I congratulate you; if not, I pity you. So be a man.

## "Hit From Where Your Hand is"

By E. N. FERDEN

**G**OOD advice sometimes comes from queer sources. For instance, you'd scarcely think of molding your business philosophy around the utterance of Mr. Robert Fitzsimmons.

Yet the scarlet-haired ex-chieftain of the fistic ring swung a pivot blow on a mighty fact when he delivered these crisp words of caution—

"Hit from where your hand is."

There's a lot in that—a bigger, broader truth no doubt than "Bob" had in mind.

"Hit from where your hand is."

Don't keep forever stopping to get in position.

Don't fritter away precious moments with endless preparation—mentally marshalling your forces, and then rearranging their marching order over and over again.

Don't play brain chess with "ifs" and "ands" and "buts" as knights and pawns.

Don't dream away your opportunity—time.

The world is not suffering from a dearth of ideas half as much as it suffers from a lack of somebody to put those ideas into direct execution.

Franklin might have theorized and speculated regarding electricity for a lifetime without accomplishing anything.

But he did things. He went out with his kite and bottle and brought the real lightning down from the sky to prove his theories.

Suppose the now famous Wright brothers had confined their aerial navigation to paper, and simply demonstrated by logarithms and other forms of calculation, a way to overcome gravitation and keep afloat in midair.

They'd have been set down with the rest of the dreamers.

But they didn't. They took their clothes-horse-looking machines up in the air, and punctured the clouds with them.

They made good.

It's the same in business.

Many a really brilliant man evolves a plan that is full of money-making possibilities—an original plan that will command interest on account of its novelty, and support on account of its feasibility. But while he is turning this plan over and over in his mind, another chap comes along with a similar idea—maybe not half so clever—and no more practicable.

But he is a doer and not a dreamer. He wins success.

"He hits from where his hand is," and the blow tells.

Then Mr. Procrastinator, from amid his air castles, cries out, "A fool for luck."

But it's not luck.

It's going straight through with what you set out to accomplish.

It's a great thing to be prepared for what you intend to do.

It's a greater thing to do it.

# Man's Bulwarks—Courage, Persistency and Determination : *by* T. B. Hutton

*From an Address Before the Agency Association of the Equitable Life Insurance Company of Iowa, at Chicago, Illinois, August, 17, 1910*

**I**N MY wanderings around the haunts of my territory, a week ago, I stopped over Sunday at our Iowa summer resort to listen to what the wild waves might say, and thus get an inspiration to write this paper.

An hour before train time, after the frugal midday meal I sat upon the beach of Okoboji, and with one ear taking in the music of the hotel orchestra and the other turned toward the noisy waves of the turbulent lake, I dreamed a dream.

The past rose before me in picture form, the present stood mockingly at my side, while the future beckoned me forward with courage, persistency and determination.

I believe the first requisite of success in salesmanship is to have the common courage of starting out to do the thing attempted. And as the waves of the lake persist in beating upon the shore and thus wear away its banks and smooth even the hard, rough rocks, so we by our persistency may wear away all objections in the prospect's mind and thus smooth the sharp corners of his stubborn nature, preparing him for the inevitable.

## The Insurance Turnout

Although we have the courage of a bold invader, however, and the persistency of the lightning rod solicitor, if we have not the final and most important requisite in the shape of determination, we cannot close our man. But with courage sufficient to enter the inner sanctum of the man's most guarded thought, the persistency to make one's abode there with gentle pressure and tactful methods, and the determination which knows no failure, one may gradually round up the hardest prospect.

The subject in hand is a most important subject for the insurance man, but a peculiar one to handle from the fact that it borders largely upon the state of mind of the agent rather than the prospect.

We might compare an agent and his prospect with a horse and buggy; but it is important to know which is the horse and which the buggy. While it is well to have the shafts fit, the seat comfortable and the axles oiled so that the wheels may turn with ease, if the horse is not well fed, and groomed, and shod, and its harness in perfect accord with the kind of carriage, the rig will not run very smoothly and the whole combination may be a sorry sight to behold.

The horse is the agent, the carriage is the prospect. The carriage won't go the way it should unless the horse is in prime condition. So the insurance salesman must first be mentally right.

## The Right Mental Attitude

I mean by this, not one who possesses that massive intellect sufficient to overpower his adversary, not he who lugs a useless learning with language too copious for his prospect's diminutive apprehension, nor one with the psychological bump which hypnotizes and carries his man to the dotted line with pen in hand; but merely an agent with a healthy mind who carries with him always the *right mental attitude*. Please note these three words.

Right mental attitude are the strongest words in the vocabulary of an insurance solicitor. For without the inspiration and optimism that come from this state of mind the man is practically dead.

I feel absolutely sure of this, for I have gone over it and around it and through it, and have concluded that the man who cannot get himself into this right mental attitude is lost to the insurance world.

It is through being in the right mental attitude that we are able to gather from within ourselves the courage that helps us on and keeps us going, that causes us to continue in the good work with a never failing persistency, and gives us determina-

tion to win in every attempt we may undertake.

We may fail many times, 'tis true; but when we screw courage to the sticking point, we're not so apt to.

If we should fail—what then? Go merrily on the chase. Instead of crying over spilt milk, go milk another cow.

In the meantime store in your mind only the victories you have won, so there may be no room to remember and cherish the dismal failures.

The trite statement of "Nothing succeeds like success," is really good; but the phrase, "Dwelling upon our failures make us fail the more," is a gentle reminder and a hint sufficient to the wise.

If an insurance salesman doesn't look out he makes himself a real thermometer, as changeable as those that hang out doors in the Iowa winter weather. But if he keeps the right mental attitude the ups and downs of his daily life will not appeal to him nor have any effect whatever upon his efficiency.

#### A Lesson in Courage

Of course we have all gone through the trials of the insurance agent; but having just completed my infancy in this noble career of caring for the widows, I may have some of them yet fresh upon my memory. I mean the trials not the widows. Yet I presume that even those who have graduated into a comfortable renewal income still have their trials. So the continued attainment of these three great bulwarks which my subject suggests may be of value to us all.

I believe we lose many applications through lack of courage.

We think of some man we would approach but put it off because we fear to say the word.

I learned a lesson along this line a few months ago, when after a year's acquaintance with a young man I finally mentioned the subject to him and was told that he had taken out a policy for five thousand dollars just a month before.

When I stated that I would have liked to have shown him my proposition he said, "Well, you've been in here a number of times and never said anything to me about insurance, and this other man came along, it looked good and I took it."

The lesson cost me sixty dollars.

So we need courage all the time to tackle anyone we may meet; be he high or low, rich or poor, Swede, German or Irish, let him have a policy with the Equitable Life of Iowa, the Star of the West.

A card with the following statement in blazing letters is now posted in my office, "Courage, cultivate it—you need it in your business." I came across it some time ago and I thought it fit to a "T." So I stuck it over the 'phone to remind me of the applications I fail to receive by wire.

#### "Motion is Life"—Buster Brown

Again, we lose a number of applications by not being persistent enough. However, this may be overdone and must be applied in homeopathic doses.

I have often observed in the middle of an interview at a time when I felt ready to quit, some mere remark of the prospect or a new suggestion of my own would lead along new paths which later terminated with an application. And I presume many times I have lost by leaving the prospect too soon, or not going back to him often enough.

Persistency also means to keep at it. After one of Buster Brown's experiences, he sums it up in a resolution as follows, which insurance men might take to themselves: "Resolved, that *motion is life*; directly a thing stops going and growing, it begins to get feeble and rotten. The mountain stream that splashes and rushes along among the rocks stays pure as crystal. But the pond, lying motionless, grows putrid and poisonous. When a man or an institution becomes fat and rich and satisfied, the decay begins; spiritual, moral and physical."

So keep going, keep seeing people, more people all the time.

#### Determination the Winner

It goes without saying that the man who calls upon a prospect with no determination to close him then and there, fails before he sees him.

How much more insurance do we write when we are thoroughly imbued with the spirit of accomplishing things and nailing every man we interview with a fixity of purpose.

And how little do we write when we go about our business with a feeling of "Excuse me, sir," and lacking the inspiration and enthusiasm that surmounts all difficulties.

Emerson says, "He only is a well made man who has a good determination."

"The man without a purpose is like a ship without a rudder, it simply lies in the trough of the sea, beaten and tossed."

So an insurance man must have a purpose, a life purpose, a scheme for the month, a plan for the week, an action for the day.

Courage—thy name spells Columbus, Washington, Lincoln and is seen in all dauntless careers.

Persistence—thy name spells Morse, Edison, Field, and McCormick, and is written upon the banners of all successful men.

Determination—thy name spells Theodore Roosevelt and is written wherever that bull dog tenacity crops out in the lives of those who see a light, determine to reach the goal and are in action all the time.

But the possession of the combination of these three qualities intertwined into one grand bouquet spells Results in life insurance work; and is seen in him who plods along from day to day, with a courageous heart, and increasing energy, and a determined spirit, which carries him upward and prepares the way for a comfortable income and a knowledge that he has saved many a woman and child from the hardships of life.

## Good Advertising is Good Sense

By JEROME P. FLEISHMAN

IN WRITING an advertisement, a whole lot depends on how you begin. You've got to get the reader's attention before you can hope to arouse his interest.

But, too, a whole lot depends on where you stop. Lots of advertising "makes its point," as the saying goes, and then sets about making the same point over and over again. The reader has to wade through a repetition of the same idea—has to wrestle with a long-drawn-out statement of something that can be said ten times better and twenty times more forcibly in fewer words.

I saw, the other day, in a New York newspaper, an advertisement of a firm of tailors. The ad was a full column deep and was set in pretty small type. It started with an essay on the Ethics of Advertising. Then it broke into a detailed history of how that particular firm started in business, where it started in business, what its business was, and so on, *ad in-fine-type-um*.

You couldn't find any real "human interest" in that copy with a search warrant. I did not read all of the ad. Unfortunately, there are only twenty-four hours in a day, and time is worth its weight in radium around a newspaper office.

Down along close to the bottom of the ad I saw a paragraph which mentioned

the price at which a suit of clothes could be had at that tailor shop. That was the only redeeming feature of the advertisement.

When Sam Jones or Bill Smith or Harry Brown needs a new suit of clothes, what in thunder does he care about the Ethics of Advertising? Do you suppose he gives a rap about the dry business autobiography of some tailor? Do you? I don't.

What Sam Jones or any other prospective buyer of clothes wants to know is what Mr. Tailor is going to offer him in the way of materials, at what price, and how well equipped he is to turn out a good-fitting suit that will hold its shape and give satisfactory wear.

That is what Sam Jones wants to know. That is what *you* or *I* want to know when we are about to buy clothes. History is interesting—in libraries and around the fireside on cold winter evenings—but the newspaper reader goes to the advertiser who tells him *facts* that he *wants to know*—and tells those facts in the clearest, briefest way possible.

Good advertising is good sense. That is all.

# Some Pertinent Remarks to the Seekers for Success in Life : by W. H. Tennyson

**W**HAT is success? Is there such a thing as a success that defies defeat, that defies pain, that defies even poverty?

Is Bliss Carman right when he states that "making use of the advantages at hand"—no matter how meager, no matter how lowly—"to the very utmost in every moment and place, is the secret of the seemingly magic process of success"?

Yes, he is right. Success is not measured wholly by material attainments. Unless advance in circumstances, in power and in riches, is accompanied pace for pace by an advance in intelligence and in feeling there is no success; that is, there is no *true* success.

The commercialism of the age has defined success as "the attainment or the state of attainment of high place and rich rewards." But is success really that, and that only?

"To the Seekers of Success," is the title of a paper by W. J. Ghent, in the issue of "The Independent" for September First.

"Never was the counsel to win success so loud voiced and so insistent as now," says Mr. Ghent. "Never was there such a multitude of counselors . . . And what is it that the exhorters mean by success?"

The answer is the definition quoted above, followed by the statement, "This is an age of material achievements and the meaning of the word necessarily takes on the form and pressure of the age."

## The Great Army of the "Failures"

With all this multitude of counselors, of advisers and apostles of the success-religion, nevertheless (to quote again) "you may have noted that the greater number of the followers seemed to have halted this side of the earthly paradise. Effort there has been—aspiration and striving, the keeping of faith, the rigid observance of revealed precepts." Still great material success has not been attained. "All the heroic effort of these aspiring beings has been expended on a vain quest."

Why is this? Is Dr. Orison S. Marden wrong when he states that "all our limitations are in our own minds," that "if you want success, abundance, you must think success, you must think abundance"? It would seem so.

Again quoting Mr. Ghent:

"Let us take a single industry—that of the interstate railroads. Of the 1,458,244 employes in the United States (1908), how many can hope ever to be numbered among the 5,767 general officers?"

You are an employe, we shall say; and in mere numbers you have about one chance in 252 of reaching your goal . . . If all of you became the executive equals of the 5,767 general officers, there would still be places for only 1 in 252 of you . . . There are other factors to consider. In many of the branches of the railroad service the qualities needed for efficiency are not the qualities needed in 'higher' places. You might be an expert tracklayer, a brave and skillful locomotive engineer. Your expertness in these lines fits you rather for continuance in your present work than for translation to other spheres, and you will find your special excellence a bar to advancement . . . Then, too, you may have ethical scruples against taking advantage of men and occasions, and in critical times the observance of these scruples will block your advancement. . . .

"There is another thing the oracles neglect to tell you. In the vast and complex scheme of things, the 'lower' places are just as necessary as the 'higher' places. The 1,452,477 railroad men other than general officers are not employed through philanthropy. They are employed because, upon a hard, unsentimental, cash basis, it takes that many men to do the work . . .

"No matter how many men, according to the oracles, have scaled the walls of the earthly paradise, the common work has still to be done, and there is ever an eager army pleading for a chance to do it. How can it be done if all listen to the oracles of success?"

"No, the pursuit of material success solves nothing in this world worth solving. It is a cult that deceives and demoralizes and ruins, which blinds men to their actual situation in life. . . .

"By striving for individual material gain, you but wreck your own and others' opportunities. . . .

"Success, then, in its ordinary meaning, in the meaning of the oracles, is not victory, either over the world or over yourself. It is the sacrifice of what is best in man for a trumpery prize. . . .

"The rage of pursuit inevitably means the hardening of the the social feelings, the extinguishment of the spirit of brotherhood, the clouding and darkening of the social vision by which a people live and become great."

#### The True Essentials of Success

Parallel the foregoing with the following words from Mr. Carman's splendid book, "The Making of Personality":

"Every day 'to earn a little and to spend a little less,' as Stevenson says, is good, proverbial philosophy, and if it be paralleled"—mark you!—"in matters of the mind and heart, becomes an invaluable word of wisdom. To grow a little more reasonable and a little more kindly day by day is an essential part of the truest prosperity. . . .

"The lack of an ideal of symmetrical culture is to blame for such imperfect maturity as we find for example in persons who exhibit an overinsistent instinct for self-preservation, protecting and furthering their own animal indulgence"—striving ever for individual material gain—"regardless of cost to others."

All this is not new teaching. As a matter of fact, it is very, very old teaching. It is in part the teaching of the **THE BUSINESS PHILOSOPHER**.

There should be something more in a man's daily life than a mere hustle for dollars—that is, for material success. The motive power of a man's life should be the thought of service, not the thought of material success.

#### Success for the Salesman

For the salesman "in the field" or "on the road" there is another side to this whole question.

Each true salesman is one of a compact body of men who are all working for very nearly the same objects. First, they are laboring to help themselves and their families; second, they are laboring to benefit their fellow citizens; third, they are laboring to build up some institution that stands as an exponent of twentieth century enterprise.

They are laboring first, to help themselves and their families. This is because the law of the universe demands that if a man would eat he must work, or be a parasite. The true man, in obedience to the dictates of his instinct, goes forth into the world to earn a living for his loved ones, for himself and for his family. They are laboring, second, to benefit their fellow citizens. This is because they have learned, through observation and the experience of the ages, that to do otherwise "means the hardening of the social feelings, the extinguishment of the spirit of brotherhood, the clouding and darkening of the social vision by which a people live and become great."

They are laboring, third, to build up some institution, because in its hope of success is completely bound up their own hope of success in all that goes to make a man. Co-operation, mutuality of interest and loyalty demand service to this end.

There is still one more point in this connection for the salesman. Material gain for him, if he makes service his motive power, should not mean the sacrifice of any "ethical scruples against taking advantage of men and occasions." The profit he makes is the pay he receives for the service he can render, and there is no limit to that profit just as there is no limit to his power for service, except in himself—in the limit of his ability, reliability, endurance and action.

For the salesman working on a commission basis who constantly aims to grow in intellectual power by study and by observation, who aims to grow in physical power that his endurance may be greater, who aims to grow in heart power—in reliability, in sincerity, in the practice of square deal methods, and who vivifies these qualities by action, who works; it is possible to make more money and higher honor even than the officers of the company for whom he works.

In order to gain this material success, however, the direct object in life must be something else. Have an ideal before you, and let that ideal be the idea of social service. Work for the work's sake.

Let Henry Van Dyke's verses be your prayer:

"Let me but do my work from day to day,  
In field or forest, at the desk or loom,  
In roaring market place, or tranquil room;  
Let me but find it in my heart to say,  
When vagrant wishes beckon me astray:  
'This is my work; my blessing, not my doom,  
Of all who live, I am the one by whom  
This work can best be done, in the right way.'"

#### The Real Test of Fitness

Work for the work's sake, and it may be that riches and power will come to you. Seek your own success in the success of all.

"In the strife for worldly success" (again quoting Mr. Ghent), "you waste energies which would enrich the world. You rob yourself and all men. However poor in nature you may be, you can yet contribute to the real success of mankind. There is everything to do.

"What though the event men call defeat forever recurs to you? . . . There is no humiliation in the thing called defeat, so only that the goal striven for is the com-

mon good. The humiliation is rather in the misuse of our fellows for our own material gain, in the obstructing and halting of the onward march of mankind.

"Though the oracles rave, and their followers imagine a vain thing, be it yours to emulate rather than to compete, to help rather than to harm, to struggle for rather than against mankind, to forego the lure of what men of the modern jungle call success and to seek the success of one in the success of all."

Mere money making is not the test of fitness. If it were, then there are hundreds of men today—millionaires—whose names will occur to you without thought, who are greater than Mohammed, who are greater than Confucius, who are greater than Christ, the founder of Christianity, who are greater than Lincoln, and greater than all the other seers in whose phrases and faiths the world has lived for two thousand years.

"Let others frame their creeds; mine is to work;  
To do my best, however far it fall  
Below the keener craft of stronger hands;  
To be myself, full-hearted, free and true  
To what my own soul sees, below, above;  
To think my own thoughts straight out from the heart;  
To feel and be and never stop to ask:  
'Do all men so? Is this the world's highway?'"

## Confidence and Hell

By FORD E. SHAW

IN THE affairs of life, the mental and physical activity of man is limited. Our imagination, the torch of tomorrow, flashes here and there on that great undone, demanding the united brains, years and ceaseless efforts of many men.

It is therefore necessary that, in matters beyond individual grasp, men partly assign to others the work at hand.

Were he not so limited, in other words were he infinite, the thought and the materialization of the thought were one.

Thus many gods are called upon to work as one.

But Olympus is barren now!

We are the gods of today.

When one of our gods has dreamed a great dream, he sits in council with others and they proceed to the deed.

Every man who enjoys confidence is eligible to this confederation of the gods.

He is in possession of a jewel that unlike the stones of the earth is not an ornament only, but an index and an inspiration.

We have lost the Garden of Eden but we still possess the confidence of man.

Only he who has lost this credential and been driven into the wilderness by the silent, yet thundering scorn of man, knows the sorrow of the first departure.

We may be in possession of the most favorable antecedents and yet hesitate to trust.

We supplement our knowledge with faith and faith is anchored in that indefinable something, that peculiar complexus of the whole, called personality.



And herein is the secret of broken-hearted man who despairs in the hour he has thrown his badge of manhood to the swine.

To be trusted under bond is one thing; to be trusted because you are a man is another.

A certain cashier defaulted.

The shortage was discovered but the circumstances surrounding it were such that his guilt could not be immediately established.

He was examined and cross-examined before the board of directors.

He maintained his innocence.

Then the venerable president, taking him by the hand, walked into his private office, and closed the door.

When it opened, they called for an officer of the law.

The pathos of that scene between man and man is unutterable.

The confidence of one was broken by the self-insulting confession of the other:

"My God! My God! It's only a little. I'll make it right."

What a damnable lie!

The question is not how little you have taken but how very, very much you have given in exchange.

Because you are a god, all the siren songs of inner sophistry cannot close your lids to the writing on the wall—Yesterday I was; today I am not!

Bah! Mere sentiment! Men have gone to prison with smiles attending.

Hold!

To prison. Mean you the prison of cells and bars?

Enclose his body in all the metal of creation, yet will he tread among men, unseen, but seeing.

In the stillness of the night the eyes of loved ones and former friends, like the monster Argus, blink and stare, blink and stare but never close.

No one need interfere.

The ball and chain, symbol of abiding disgrace, is forging.

And by his own hands.

Silently he comes into the council of men, receives the judgment and but for the rattling of chain, as silently departs.

Perhaps a goddess holds his hand—a wife

or mother, who laughs hysterically in an effort to drown the clanking behind.

But he will go, go limpingly into the wilderness.

And the gods will pity his utter wretchedness.

The man who breaks confidence, hates himself.

And hatred of self is Hell.

### Success

**T**HAT thing which most men call success is the result of sacrifice. Prodigality and the needless gratification of pleasurable desires weaken the will and render the making of success impossible. Men who win have been wedded to their avocation and have never given the latter grounds for divorce.

The successful man in a legitimate calling is a great man, so give him credit; it is his just due. He has fought a good fight, shown strength of will and strength of mind and has practised rigid rules of self-abnegation. The successful man builds not only for himself, but for others as well.

To censure a successful man without cause is to confess one's own weakness and failure.—*F. R. Nathan, in the Jewelers' Circular Weekly.*

### The Great Old World

The cynics mock her,  
The red storms rock her,  
The earthquakes shock her,  
But on she rolls!  
Downcast, elated—  
For ruin slated  
She still goes freighted  
With human souls!

The great seas thunder  
And rend asunder—  
The white stars wonder,  
As time grows gray;  
But reaping, sowing,  
Her way she's going  
To meet unknowing—  
A Judgment Day.

But—joy go with her!  
Nor slip his tether  
When stormy weather  
Makes grief and moan!  
Tragedy—jest world—  
Lost-unto-rest world,  
Still—still the best world  
We ever have known.

# Our Business Boys and What We Sometimes Do Wrongly to Them : *by* Joel Blanc

**E**VERY business man must rejoice in the effort being made to uplift boys who have been born in the slime, and reared in the midst of moral depravity and intellectual gloom.

But what of the countless thousands of boys of the great middle class; the class from which you and I came; the class from which the vast majority of the business men of the future must come?

How are we using those who come to us from grammar and high schools? They may not need our "uplift," as the word is popularly used; but are we upholding them as their interests and ours demand that they should be upheld?

Pathetic indeed are the words: "I never had a chance." But what a shame to some one, are the words: "My chance was taken away from me."

Let us not forget that in our towns and cities are hundreds of thousands of boys who are receiving good home training; living in atmospheres of virile purity, and who, almost from the cradle, are imbued with the desire to become successful business men. In their home and school lives they are taught a noble definition of success. These refined, clear-minded, well-garbed boys carry high ideals of business honor into their commercial careers. They believe that the business ideals given to them by worthy parents and honest teachers are right.

Now, it is neither my desire nor purpose to indulge in a tirade against business obliquity. I am one of those who believe that the moral force in the business world is stronger than it ever has been; that the ethical awakening in the commercial world proves that men have grown better, instead of worse. I am firm in my faith in my country and its people, and among those people there are none who inspire my patriotic pride as do its business men.

However, this is an age in which we realize more fully than ever before, that ere one can be taught to do, he must be taught to think. And it is my hope that

the readers of these lines may find within and between them, something to inspire them to higher action through higher thought.

## A Good Man Who "Didn't Think"

A few weeks ago I was in the office of a business man who had advertised for a boy, and at the time of my call he was examining applicants. In his advertisement he had used the following words: "A bright, well-dressed boy of fifteen. A good chance to learn the business."

From among the applicants was selected a well-bred, self-possessed and correctly dressed youth who bore every indication of having been reared amidst refined surroundings, where want had never entered.

As the boy stood beside his new employer's desk, the following was, in effect, his first instruction: "Put these folders in your pocket and go around to the leading hotels. When none of the hotel people see you, drop the folders on chairs, writing tables and wherever the country merchants will be likely to see them. You must be mighty careful, because it is against the hotel rules to leave advertising matter in them. Just sort of sneak in and wander around as if you were a guest. Your clothes and manner will help you along."

With the actual use of the word, that boy was told to be a sneak.

Was this employer exceptional? Unfortunately, he was not! Despite these instructions to the new boy, he is a man whom I greatly admire. His spotless private and social life is paralleled in his business life as straightly as that of any man I know. He was utterly unconscious of the deep significance of his words. When the possible black depths of his instructions came to him through the words of another, he looked horrified; but he only said, "I didn't think!"

The stormy seas of life are encumbered by human derelicts, made such by men who "didn't think!"

In this case the man who hired the boy did not think of the real boy, the soul, "the

God within." He had hired the boy's clothes and manners to use as instruments against his competitors, as he would hire advertising space in a paper. All who in any way obstructed his path of progress were, to him, competitors. Thus viewed, the hotels were considered as his competitors, and their rules, in so far as they interfered, were merely the weapons of competitors, to be thrust aside with competitive weapons of his own, and the boy was merely a competitive weapon.

That he was instructing the boy to be a sneak, to act a lie, would never have dawned upon him, had he not been shown. Had the instructions remained unchanged and should the boy have sneaked and lied against, instead of for his employer, that employer would have unhesitatingly condemned the boy, utterly unconscious that his own feet were in the mire.

#### A Valuable Asset Lost

A youthful friend of mine resigned his first position. It was with a small, but well established, wholesale house. In explaining his action, he said: "Nobody but the porter and I got there before eight. They made me get there at seven. For an hour I had to sweep and dust, and the porter even made me mop the floor. He cursed me around; he laughed when I soiled my clothes, and there was not a morning that he did not insult me. After the others came and I got at my office work, things were all right; but I never associated with toughs in school and I will not in business."

The employer of this boy is one of those self-made men who never tire of telling people what hard jobs they had in making themselves. He is so unjust to himself as apparently to believe that he would never have amounted to anything if he had not been an overworked, underfed and unschooled boy. Much as he might deny it, that man probably believes that the only way to teach a boy properly to care for mail, is to make him mop floors under the lash of a hoddlum store porter. He probably honestly believed that he was doing the boy a real service. He does not know that, great as has been his own progress, he has not kept pace with world change.

That boy had had sufficient home and school training to enable him to take up the simpler technical duties of the business on the day he entered it. He came with the birth, breeding, manners and intelligence of a gentleman. For all but one hour of each business day he was expected to use those attributes and acquired talents for the benefit of his employer. But by attempting to degrade the boy for one hour each day, the man lost one who might have become a most valuable asset to him.

#### Keep Abreast of the Times

The foregoing are two of but many incidents that I could relate. Do they not indicate that it would be better for the business world if men of standing would go less far afield for uplift movements and inaugurate an uphold propaganda within their own commercial sphere?

Let us for a while forget all about Daniel Boone, Abe Lincoln and the other shot-gun and axe artists whom we hold up to our boys as great models for financiers, architects, engineers and so on. Those great ones are dead, and it is a great good thing that the customs of the times in which they lived died with them.

Let us, for a while at least, forget what a lot of infant prodigies we were. Let us remember that we do not want our own boys to endure the hardships upon which we consider that the salvation of other boys depends.

Let us remember that we have no right to do unto other men's boys in our business what we would not let those other men do to our boys in their business. Let us try a little practical application of that "Do unto" rule that we so like to talk about.

This is not the age of ox-carts; but of automobiles; not the age of home-spun and cow-hide boots; but the age of tailor-made clothes and patent-leather.

Does the boy who has always been well dressed deserve any less help than the boy who has worn a charity uniform?

To whom will the Golden Gates open most wide: The man who has brought salvation to boys who needed it or the man who has kept other boys from needing it? Pretty near even, is it not? If it ever ceases to be even, it will mean that we have ourselves gotten most decidedly out of balance.

# Who is to Blame for the Crimes of Aliens in America? : by Griffith J. Griffith

**I**N COMMON doubtless with many others I have received a letter from the "Metropolitan Magazine" calling my attention to an article in its June issue entitled, "The Alien Peril." It deals with the increase of crime and attributes it to immigration. As the matter is of great national interest and is certain to be much discussed in connection with contemplated legislation I can think of no branch of the prison question more timely for consideration in *THE BUSINESS PHILOSOPHER*.

## The Proportion of Alien Criminals

The main facts on which the author of the article referred to, Mr. A. B. Lewiston, bases his plea for restrictive and most drastic legislation are that twenty-five per cent of those in New York State prisons are aliens, Italy contributing more than a third of the total of 1,091. As against this is to be noted the fact that, according to his own figures, forty-three per cent are natives of the state, twenty per cent natives of other states, and twelve per cent natives of foreign countries but naturalized.

Taking the country as a whole he shows that, according to the 1908 report of the United States Commissioner of Immigration, out of 149,897 in prison 15,323 were aliens, the proportions in the various sections into which the country is divided being as follows: North Atlantic division, twenty per cent; South Atlantic, two per cent; North Central, eight per cent; South Central, two and one-half per cent; and Western, sixteen per cent. These figures when analyzed seem to me exceptionally eloquent, but I doubt whether the conclusion to which they point is that which Mr. Lewiston fancies. Let us see.

Gen. Theodore Bingham, late Police Commissioner in New York City, is quoted as writing that "eighty-five per cent of the population of New York is either foreign born or of foreign parentage; nearly half the residents of the five boroughs do not speak the English language." And he goes on to say that this enormous foreign popu-

lation has brought its feuds with it, has introduced the white-slave traffic, whereby the streets are over-run with foreign prostitutes, while foreign anarchists advocate arson and murder.

Let us grant that the statement is passably correct. What I desire to call attention to is the fact that, if eighty-five per cent of the population of New York are foreigners the twenty-five per cent of aliens in that State's jails is a smaller proportion than we should have expected. On the other hand consider that forty-three per cent of New York's prisoners are admittedly natives of the state, and ask yourself which way these figures cut.

Furthermore, it will be noticed that the smallest proportion of alien prisoners is in the South Atlantic division, which claims only two per cent of the total of 15,323; since immigration does not gravitate largely toward the Southern States. Yet it is precisely these Southern States that lead all others in crimes of violence—lynching of course included—five southern cities heading the list in percentage of homicides, and Chicago and New York City, the two great centers of foreign-born population, ranking considerably below even the western cities of San Francisco and Los Angeles.

## In Defence of the Aliens

I am constrained to the opinion that if Mr. Lewiston had examined this evidence, all carefully collated in "Crime and Criminals," he would have hesitated to make the tables he supplies the basis of his argument.

And I call his attention to the fact that the same book quotes Judge Lindsey—surely a most competent authority—as saying: "I am not one of those who lay much stress upon immigration as a cause of crime in this country, either adult or juvenile. My own investigations of police records (and I have investigated those of nearly all large cities) have rather startled me by showing how few of our juvenile criminals are of foreign parentage."

Moreover, I wish to say that, in my judgment, there is much guess-work in the broad statements of officials that aliens fill our jails and walk our streets as prostitutes; and that, in particular, the latter is not true, for it is only when women have acquired some knowledge of our language and customs, and have learned our dress fashions, that they become worth purchasing by those who conduct the white slave traffic. That detestable business is run by men and women familiar with this market, and not by newly-landed, ignorant foreigners; nor are the latter regarded by it as suitable merchandise.

Mr. Lewiston makes a remark, however, which seems to me to carry us to the heart of the difficulty when he says that "South America offers more to a prospective immigrant than we can offer, and as a result we are now called upon to pass upon the lowest quality of immigrants. How is it, I ask, that this wealthy and powerful nation today holds out such poor inducements, and is not the root of crime by immigrants to be found mainly in the fact that we ourselves do not give the immigrant half a chance?"

#### Some Causes of Alien Crime

Consider the kind of world this alien finds himself in when he lands at Ellis Island—with little or no money, knowing nothing of our language, a stranger to our customs!

He finds himself face to face with expensive cities, cold commercialism and political corruption.

Bearing these things in mind I am perpetually reminded of an old, old saying that "it must needs be that offenses come, but woe unto him by whom they come."

Moreover, I ask whether we should not do well to consider the beam in our own eye before becoming too severe on what may be only a mote in that of the luckless immigrant.

We tax ourselves at present for the support of an extensive corps of immigrant inspectors armed by special laws—much criticized in Europe as harsh and illiberal—with autocratic powers. But Mr. Lewiston would go much farther and favors legislation that "will make it possible to deport any alien criminal convicted of serious crime and imprisoned in this country within five years after landing, and will also make it possible to deport at any time, no matter how long he has been in this country, any alien shown to have been a criminal in his own country." The second clause in that sentence seems to be likely to lead to frightful injustice and to be indefensible as allowing no room for penitence. Moreover he advocates the placing of a government inspector on every ship bringing immigrants to this country, whose business it shall be to "spot the undesirable." In short, he has sublime faith in the impeccability of officials, for he commits himself to the declaration that "the authorities can be trusted to use proper discretion in this wholesale house-cleaning, although the chance of their doing anyone an injustice will be very small."

I saw him smile; stricken, alone,  
He met the jeering horde, the moan  
Of hate, the sullen curse; yet while  
They looked for tears, I saw him smile!



### A Tale of Two Cities

I SPENT a few days, not long ago, at a little town that is not called Irish Gap. Never have I seen so poor a gem in so rich a setting.

All around was the purple glory of incomparable hills—hills whose sides shook with the fatness of orchards, cornfields, pastures, and gardens—hills whose heads were crowned with kingly forests of great oaks, elms, beeches, and maples.

Winding languorously in an out among the stately hills were the fertile valleys, with their lazy streams and air of opulence.

Over it all was poured the smoky golden wine of autumn sunlight, making a picture of loveliness that I shall never forget.

Add to all this mineral resources, an unusually pleasant and healthful climate, and the fact that the place is a railway terminus, and you have an ideal location for a city.

But the town as it is!

I should have preferred camping out in the hills to living in it.

### An Untidy Town

The houses were large enough, most of them, but unlovely. They needed paint. They needed repairs. From what I saw of the inside of a few of them, they needed brooms, scrubbing brushes, Old Dutch Cleanser, and elbow grease.

The lawns—or rather the front yards—needed hair-cuts, shaves, and shampoos. The back yards, most of them, needed floods and fires. The fences needed annihilation. The sidewalks, most of them, might have been perfect if they had been there at all.

I had some driving to do. Here and there I found the roads in fair condition—mostly the main turnpikes, kept in repair by the county. But in the town, it was

only by their location between parallel lines of straggling fence that anyone would have known that they were roads at all. Certainly there was no evidence that any kind of tool except wind and water had ever touched their jagged surfaces.

I was puzzled.

The air of the place did not seem to be that of poverty.

And it surely was not one of grinding toil that took all the beauty out of life and its environs. On the contrary, I never saw people more cheerfully taking life easy—frowzy but comfortable—than the people of the little town that is not called Irish Gap. The fact is, I haven't yet figured out to my own satisfaction what was the matter with those folks.

This I do know, however—they would have been more comfortable, more prosperous, better citizens, better husbands and wives, better fathers and mothers, and would have lived larger and happier lives if they had worked a little harder to make their homes and their town at least approach the natural beauty and cleanliness of their glorious environment.

### Spotless Town

Let me tell you how I know it.

Whenever I get an opportunity, I visit another little town, in another part of the country, but also set about with tree-crowned, amethyst hills. Not so beautiful, perhaps, as the hills that surround the place that is not called Irish Gap, but rather sightly scenery, for all that. This little place might have been named 'Manchester, if it hadn't been given another nice little appellation.

Now, the climate at Manchester is not so kind as that at Irish Gap, and there are a few more poor people there. Also, everybody works—most of them work hard.

But you ought to see their little city. It is a real jewel. Every house is neat, clean, well-kept, and tasteful—even the little cottages of the poor. The lawns are live velvet, there are flowers everywhere—when the climate will permit—and the streets are lined on both sides with magnificent old trees that mingle their high branches over the roadway.

Cement sidewalks run everywhere, the streets are nearly all paved. Electric light, gas, water, sewers, and other improvements make the town a delightful one to live in.

The people have built and support an excellent college, where their children have been trained and sent out to take their places in the great world of work. Some of them are in the high places, too.

In the town itself, too, the people are doing things worth while. There is a healthy activity in literary, artistic, social, and religious circles. Commercially, the town is growing and prospering. Its poor are constantly becoming well-to-do—its well-to-do wealthy. There is a wide awake commercial club that is keenly interested in everything that will help the town in any way. New industries are encouraged to locate there—and they come. Inducements are held out to immigrants and others to make their homes there. I know some people with mansions on the boulevard who came to Manchester a few years ago with nothing but the clothing they stood in—and pretty shabby clothing at that.

The roads that lead into the town are looked after with scientific methods. Manchester business men realize that a large part of their wealth flows to them from the farms around them. So they have made it as easy as possible for the farmer to get into Manchester.

Altogether, Manchester is a happy, healthy, prosperous, comfortable, inspiring, and beautiful place to go. If I could, I should like to live there. Perhaps I may, some day, when I am able to retire from the road.

Irish Gap could be as good a town as Manchester—if the people only would make it so.

As a beginning, each one could at least clean up his own house and tidy up his own grounds. That wouldn't cost anything but a little effort. And if they were

to start there, I think the rest would follow.

By the way, what kind of town do you live in?

### Paying for Favorable Attention

**S**HELDON says that the first step in every sale is favorable attention. And, in the few short and happy years that I have spent on the road I have found that he is right. And, likewise I have found that it is a man's work to get your prospective customers, very many of them, to take that precious first step.

Let a salesman know his goods well enough to know that they are worth all he asks for them—and more; let him know his prospect well enough to know that he will make a sure profit by purchasing the goods, and the sale is practically made when that first step has been made.

This is the principle behind all general publicity advertising. The advertiser believes so fully in his goods that he is willing to spend millions simply for the purpose of getting people to take that first step—favorable attention.

This, also, is the principle behind special sales—sales in which certain leaders are sold below cost. The merchant is willing to lose a little on some articles in order to get favorable attention to the other goods in his store.

Here, too, is where premiums, gifts, calendars, and souvenirs come in. They are merely coin in which the merchant or the publisher pays the public for its favorable attention to his proposition.

### A Digression—Here's to the House to House Canvasser

I met a salesman doing house-to-house canvassing the other day, who had a keen eye to the necessity for getting his busy prospects to take that coveted first step.

This live wire was selling aluminum cooking utensils to housewives. He told me a little about the value, cleanliness, sanitary excellence, and durability of his goods. He sold me, all right. I don't own or rent a kitchen, and have no more use for cooking utensils than a Zulu has for snowshoes, but I came mighty near ordering a set, just because this salesman made them look so good to me. So I feel that

he is rendering every customer he sells a high service.

Now, if any of you have ever tried that branch of salesmanship known as "ringing door bells," you know that about nine-tenths of the battle consists in getting favorable attention.

I have been there. I know what it is to have doors slammed in my face, dogs set on me, big pieces of cold, acid tongue handed to me, torrid fumes of feminine fury flung in my eyes, and all the other little amusements that help to keep the "agent" from perishing with ennui.

#### And Here's to "The Lady of the House"

And yet, I sympathize with the pestered and harrassed housewife, too.

I've seen 'em trying to do their work with a squawking baby on one hip and a couple more clinging to their skirts and squirming under their feet.

I've found 'em up to their red elbows in soap-suds, their faces steamed and par-boiled, and their ears and noses strained to catch the sound of the potatoes boiling over or the scent of the roast scorching in the oven.

I've knocked at the back door just in time to interrupt a stormy session with hubby, or when Tommy was getting his.

I've had to go around and try to tell my story when I knew to a certainty that every woman in my territory had been asked, that very morning, to buy a dress-making system, a bottle of furniture polish, a story of the Civil War, a patent mop handle, a sure cure for warts, corns, freckles, moles, sunburn, ringworm, tetter, and salt rheum, a vacuum cleaner, a combination potato peeler, can opener, tack-hammer, jack-knife, gimlet, screw driver, and stove-lifter, a box of toilet soap, a subscription to a woman's magazine, a chance on a crazy quilt at a raffle, and a skirt hanger.

I've faced the music when I knew that some smooth talker had been around, only a week before, and swindled half the women in town.

Let me tell you that "the lady of the house" who is always gentle and courteous to the "agents" who call at her front and back doors is, in very truth, a lady every inch of her, and a true gentlewoman from

the very core of her, right out to that brave and beautiful smile. God bless her, I'd fight my weight in wild cats for her!

And don't forget the agent. The man who rings door bells with a courageous, cheerful heart, and keeps it up seven or eight hours a day, month after month, is of the stuff that heroes are made. My hat is off to him, dad burn his old hide! He's a brick!

#### The Salesman Turned Buyer

But I must get back to my story. This canvasser for aluminum pots and pans, you know.

Well, his idea was to walk up to the screen door and offer to purchase a few minutes' of the valuable time of the forbidding woman on the other side.

How's that for an opener?

He doesn't want to sell anything. Nothing of the kind. He is out buying things this morning. You see that puts a totally different face on the thing.

The commercial instinct is strong in everybody. Just offer to buy what a person has to sell and see how quickly you will get not only favorable attention but interest, desire, and action. And that was the way my friend the canvasser found it.

For a little aluminum utensil that would sell at about twenty-five cents retail, but which cost him something less than that, he could get the favorable attention of almost every woman he called on. And his sales ran from five to fifty dollars every time he took an order, which was frequently, because, as I have already told you, he had a good line—one that would pay people well to buy—and he could make them believe as he did about it if they would only take the time to listen to him.

It's the same old story. You have to give to get. "There is that scattereth abroad and increaseth yet more; there is that withholdeth more than is meet, and it tendeth to poverty."

Ah! when shall men's good  
Be each man's rule, and universal Peace  
Lie like a shaft of light across the land,  
And like a lane of beams athwart the sea,  
Thro' all the circle of the golden year?

—Tennyson.



# The Value of an Idea—Many are Wasted—How About Yours? : by Milton Bejach

**E**VERYBODY admits that we are the most wasteful people on earth. We earn more per capita than any other people on earth and we are in position to spend more. Where other peoples live on rice and black bread we dine on chicken and pie. There's no complaint on that score, however. So long as we make use of what comes to us no one can criticize us.

A day or two ago a highly educated gentleman of German extraction started a train of thought with me as to our wastefulness of things that cannot be seen, felt or handled. And these are the most valuable and costly things in the world. They are the things that have made the earth what it is. They are the things that men have suffered for, worked for all their lives and died for. These things are ideas.

Abroad, I am told, ideas are pretty scarce articles. The average individual has no time to entertain them, his attention is centered almost wholly on his job. And that job is hung onto as if it were his immortal soul. The average man finds it some trouble to get a job and having gotten one he sees to it that he keeps it. That's the reason ideas are scarce, the average man's thoughts get no farther afield than his workbench or the task immediately before him.

It is different with us. We feel that America offers us jobs in hundreds of places. If we don't like what we have we feel that we can easily get another. We think of other things than the job immediately before us. That's why we have more ideas per brain convolution than any other people.

What becomes of the ideas? Every day we hear something good. Not necessarily a plan for the rescue of the fallen, the civilization of the African pigmies, or the evangelization of the whole world in this generation.

It is safe to say that one good idea occurs to each of us every day. We have selling inspirations. Somebody has said that "these are like growing pains, in the right

sort of salesmen." A half dozen times a week some good schemes to land prospects occur to us. With most of us these ideas get no farther than the inside of our heads.

Ideas are like the gold concealed in quartz. Gold quartz is valuable, but only as gold quartz. The thing inside, the glistening yellow metal is what is wanted and to get it out takes time and trouble. So with ideas. They are valuable in the rough, but before they become superlatively valuable they must be polished, turned and squeezed dry. An idea without action behind it is about as valuable as a diamond buried in the center of a mountain.

Elbert Hubbard, whom some of us admire and some of us do not, knows the value of ideas. When a good thought occurs to him he puts it down in black and white and the next time he sits down to his typewriter, if he uses one, out comes that idea and it is then incorporated in his story.

Dave Gibson, the Hoosier storyteller, pursues the same plan and goes farther. I've seen him around the office of "The Cleveland Leader" hunting through the proof sheets for ideas, texts for business sermons.

There's a managing editor of a big newspaper who does no managing in the sense that a managing editor is supposed to manage. He is paid for ideas. He can suggest more "stunts" at the nightly conference than any man in the newspaper business. He spends his time in gathering ideas and then passing them along.

Let's get action on these intangible, valuable things. Let's put them to work. When will you put yours to work?

---

Every good and perfect thing is loved into life.—Hubbard.

---

The time for a man to retire from active business depends on conditions. Some men are young at seventy; others are old at fifty; the method of living, the occupation, habits, success or failures, all have their influences.—James J. Hill.

# The Old Order Changeth—Improveth—in the Business World : *by* W. H. Tennyson

A HALF a century before the birth of Christ, the Roman writer, Virgil, made the statement, "Tempora mutantur, et nos mutamur in illis." The synonymous English expression would be, "Times are changed, and we are changed with the times."

During the last two thousand years, each generation has witnessed tremendous changes. There have been eras of enlightenment, there have been eras of darkest crime.

Few things are today even as they were one hundred years ago. The times do change, and the changes on the whole are for better. Just glance through your history for a few minutes, noting the movement of the world during the century beginning back in 1810.

## "The Good Old Days" Outdone

Do you ever wish for the "good old days?" Don't! The days that you have merit all your praise. Don't be blind to their blessings. Instead, thank God that you are a Twentieth Century man.

What did you find in your history? That in 1810 there was no telephone, there was no telegraph, there were no ocean liners, there were no steam railroads worthy the name, there was no automobile, there were no electric cars, there were no electric lights. Again, there was slavery throughout a large part of the Union, the institution of life insurance was unknown, the great West was unsettled by the white man. I might go on and enumerate and enumerate, but what's the use? We all know that the nineteenth century was the greatest in the history of mankind from the standpoint of invention.

There is, however, another side to the discussion, upon which your history hardly touches. What is that? It is this:

In 1810 and for some time thereafter, there were no trademarks; there was seldom a mark of identification on goods; few men were willing to take the responsibility for any sale.

The booth, the bazaar, the fair, were, with the auction, the accepted markets of the world.

"Let the buyer beware," was the universal slogan.

Cumulative selling was unknown. Mark that well—cumulative selling was unknown. The recognized system was to "make" just as much as possible—to give as little as possible and to get as much as the buyer could be induced to pay.

The philosophy behind the golden rule, men would have told you, was not applicable to business. When abuses were discovered, this was the general excuse, which, strange to say, for a long time sufficed: "Business is business, you know."

In later years, however, the leaders in the commercial and financial world began to question the validity of this excuse for abuses. They began to realize that business was or might be something more than a system for "doing" the other fellow.

In short, men began to comprehend that business was strictly the foundation stone for civilized life. The evolution from the old idea to the new was slow, and many of the men who believed in the new doctrine were afraid to put it to a practical test.

## A Fearless Pioneer

There were men, however, who didn't understand the feeling of fear, men who had ideals, men who believed implicitly that the golden rule was applicable to business.

I shall mention one of these men, a man of whom you should know. He lives in Bloomfield, New Jersey (a suburb of Newark), and recently celebrated his eighty-seventh birthday anniversary. His name is Amzi Dodd. Ever hear of him?

Mr. Dodd was a lawyer by profession and a mathematician by inclination. He believed that if a life insurance company offered the best contract yet evolved, from the policy-holders' standpoint, if it charged a conservative rate for that contract, if it demonstrated beyond any possible doubt that it was to the buyer's advantage to

insure under such a policy with such a company, nothing could check the successful progress of that institution. You see, Mr. Dodd was a believer in the philosophy of service.

Well, Mr. Dodd and the men associated with him put their idealism into practice, and The Mutual Benefit Life Insurance Company, of Newark, is the result. They built better than they dreamed. Other institutions might be mentioned, but this illustrates my point.

#### Cumulative Selling

Today, the individual or the corporation must stand ready to assume the responsibility for every sale. The public demands it, as witnessed by the recent federal and state investigations by legislative committees. It is not enough that the salesman of the Twentieth Century shall be a man of Ability, a man of Endurance, and that he be Active. Truly, he must have these three qualities, but in addition he must be a man of Reliability.

I said above that cumulative selling was unknown a hundred years ago. It is however known today. In fact, this is an era of cumulative selling. The successful salesman in any line aims to build up a

clientele. In order to do this, the purchaser's confidence and good will must be sought, must be acquired. The one and only way in which to gain and to hold the good will of the buyer is to sell him absolutely flawless goods on their own merits. In other words, the salesman must make every sale from the side of the prospect rather than from his own side—demonstrating to the buyer how the proposition will benefit *him*.

Yes, the times have changed, and we must change with the times.

No man can stand still. He either advances or he slips back.

The man who sells anything on the principle of "caveat emptor" is slipping backwards. The salesman of the present, the great Twentieth Century present, and the salesman of the future, he who in his work today builds for tomorrow, are men of Reliability above us all, men who make service to the end of mutual benefit their motive power.

I once heard this distinction made between the agent of the old school and the salesman of the modern school: "The former was a business getter; the latter is a business builder." There you have it.

## Keep the End in View

By MILTON BEJACH

*Assistant Advertising Manager in the McCashey Bulletin*

**I**T WILL avail thee naught to say, "I have much time and many years before me ere I must cash in; therefore will I not bestir myself too mightily."

All this is folly. The mortal born of woman who would succeed must everlastingly and eternally "keep his mind on the race," in the words of that seer of the advertising department who telleth the story of "Gee Whiz" and other religious tales.

If thy feet itch for greener fields and pastures new—rub the soles of them tenderly that the itch may cease and they may keep on in the path in which they are set. And if they itch too much for the greener fields and the new pastures, if thy heart is not in thy work, get thee hence, for saith the sales manager, "I wouldn't give a tinker's cussword for a man who has not

his heart wrapped up in his trunk and sample case."

It is written that the most foolish of men never changes his mind, yet true it is that his blood brother is he who changes his mind too often. Therefore be warned against too many changes, lest in thy old age thy feet shall ever itch and thou can't not be satisfied with any situation.

And in thy work, let it be with thy whole heart, else not at all, for no man since Adam, wrought much without having his whole heart in his work.

And refuse not the kindly smile and pleasant word to him who is down in the mouth and needeth it, for thou knowest not when thou shalt require the slap on the back and the comforting words, "Buck up old man, the worst is yet to come."



## The PHILOSOPHER AMONG HIS BOOKS

*Perhaps the excellence of aphorism consists not so much in the expression of some rare, abstruse sentiment as in the expression of some obvious or useful truth in a few words. We frequently fall into error and folly, not because the true principles of action are not known, but because for a time they are not remembered; and he may therefore be justly numbered among the benefactors of mankind, who contracts the great rules of life into short sentences, that may be easily impressed on the memory, and taught by frequent recollection to recur habitually to the mind.*  
—Dr. Johnson.

**PRIVILEGE AND DEMOCRACY IN AMERICA—By  
Frederick C. Howe, Ph. D. Charles Scribner's Sons, New York. Net, \$1.50.**

I wish that every earnest student of business science and business philosophy, every sincere worker for the development of the individual to mastership and the race to wisdom, every true reformer in science, religion, politics, education, sociology, philanthropy, and business would read this great book. And then I wish each one would lend it to some indifferent friend with an understanding that he too would give it a careful reading.

Now, before I go any further, let me say that my recommendation of Dr. Howe's book is here made on the one ground that it contains a cool, sane, careful discussion of problems that vitally affect your success in business—and mine. Whatever private and personal interest I may have in the book from the standpoint of politics, sociology, and philanthropy are not concerned in this review.

I will be frank with you. This book is written in the interests of single tax and government ownership of railroads. In strongly recommending to you its study I am taking no sides on either of these questions. You have the right to decide for yourself, uninfluenced by my opinion. But you have also—what is more important—the duty to decide for yourself, enlightened by all the information available on the subject.

The questions and problems that Dr. Howe discusses in this volume are, beyond controversy, the most important ones that confront the business man of today. So fundamental are they to success in business, so interwoven are they with every phase of commerce, industry, and life itself, that you and I cannot escape considering them. You and I must either consider them now and act quickly upon our decisions, or we shall be obliged to consider them by their operation in

our businesses and our lives after it is perhaps too late to take any action.

Dr. Howe begins with the discussion of land monopoly. He sets forth the undoubted fact that the land in America is being concentrated in fewer and fewer hands; that it is constantly rising in value on account of the natural increase in population and immigration; that rents are constantly rising and the tenant class constantly growing larger in proportion to the population; that the rise in rents increases the cost of living without increasing the income of the people; that competition for the land among tenants is fast making rents so high that those who till the soil can get only the barest of livings from it, all the rest going to the landlord; that the withholding of agricultural, timber, mineral, and suburban property from active production for speculative purposes and to maintain monopolistic prices limits natural production, denies labor its right to employment, and thereby increases the number of the unemployed and reduces wages; that all indirect taxes fall most heavily upon the consumer—the one least able to pay them—; and that the resulting poverty is a cause of illiteracy, crime, limited buying power, disease, intemperance, and degeneracy.

The abolishment of all taxes except that on land values, Dr. Howe claims, would reduce rents, strangle monopoly, open up all the hoarded resources of the nation to development, increase the production and equalize the distribution of wealth; put all unemployed labor to work, raise wages, and reduce the price of all commodities, thereby raising the standards of living; and the total wealth of the nation be vastly increased.

All this, he points out, would be accomplished without any change in the organization of society or the machinery of government.

The national ownership of railroads and other great public utilities, Dr. Howe claims is in accordance with the doctrine that the people

own the highways, by natural right, and that systems that are, in the very nature of the case monopolies should not be entrusted, with all their power for good or ill, to private hands.

That the land is the source of all wealth is known to every thinking man, woman, and child. That the unrestricted ownership of it by private individuals is capable of the greatest and worst of abuses is history and common sense. The question is, what are we going to do about it?

The public lands of America have practically all passed into private ownership. There is no more free land. That rents will rise and continue to rise with the increase of population is in accordance with the law of supply and demand. They can never recede unless the population decreases. Hence the high cost of living will go higher and not lower. Wages will not increase with the advance in other prices because the presence of a large body of unemployed will keep them down by the working of the law of supply and demand. The result is the rising of the tide of poverty higher and higher, engulfing first the unskilled, then the skilled, then the trades and professions, then the small capitalists, then all beneath the ascendant, land-owning class.

Try to imagine what America will be when her population reaches two hundred million if these tendencies are not checked. That condition is just ahead of us.

That is the big problem of today. And it is strictly a business problem, because it has to do with the production and distribution of wealth.

This book offers a solution, carefully thought out and clearly explained.

It is well worth your most serious consideration.

**CHINA AND THE FAR EAST—LECTURES DELIVERED DURING THE SECOND DECENNIAL CELEBRATION OF CLARK UNIVERSITY—Edited by George H. Blakeslee, Thomas D. Crowell & Company, New York. 8vo, cloth, \$2.00 net. Postage, 20 cents.**

This invaluable study of the Far East is not the product of one man's pen, but is a symposium representing a score of authorities, both Oriental and Occidental. It is the result of a course of lectures delivered before Clark University, and dealing in the main with China, although Korea and Japan are necessarily involved in the discussion. On behalf of Korea we have three authoritative articles—first, "The Awakening," by Hon. Horace L. Allen, former U. S. Minister; second, "The Japanese Administration," by Prof. George T. Ladd, of Yale; and third, "Religious Conditions," by Rev. E. F. Hall. Dr. Kan-Ichi Asakawa describes "Japan's Relation to China," and two other pertinent chapters on Japan appear.

Three-fourths of the volume, however, are devoted to China, showing that nation's "Position in World Politics," "Trade Relations," "Monetary Conditions," "Army," "Opium Problem," "Learning," "Missions," etc., etc., each being written by some professor or official best quali-

fied to speak upon his especial phase. The result is a volume of especial timeliness and importance, giving as it does a group of expert opinions, separately expressed, but forming as a whole a remarkable consensus upon this "kingdom of mysteries." America, in common with the rest of the world, needs to know as much as possible about the condition of affairs in the Far East, since this portion of the globe is destined to play an important part in international politics. Students and readers generally will welcome this mature contribution.

**THE SCIENCE OF BEING WELL—By Wallace D. Wattles. Elizabeth Towne, Holyoke, Massachusetts. \$1.00.**

"Of the making of books" about health "there is no end." It is a mighty good sign. It shows that there must be a great many people interested enough in keeping well to pay out real money for these works. And that is well. Formerly, people thought little or nothing about keeping their bodies in a healthy condition, preferring to rely upon the doctors to cure them when they became sick. Even granting that the doctors could cure them in all cases—which no doctor would claim—the habit was wasteful and painful. It involved more or less frequent periods of illness and loss of productive power, and the expense of doctor's bills and medicines. It is now becoming recognized as good business policy that an ounce of prevention is worth a ton of cure. Hence the interest in books like this one of Mr. Wattles.

Mr. Wattles' book is a combination of the New Thought and Fletcherism. I have tried both methods for keeping well and found them good. This is not saying that I accept all of the New Thought doctrines, or that I am fully in accord with the methods of Fletcherism. I simply recognize the fact that there is much of truth in both, and appropriate and use such of it as I find by experiment to be beneficial to me. I have also found help in other systems of thought and hygiene. There is no system of keeping in health or of cure that has not proved beneficial to many people. Your business is, without too much fussing, to find the one or the ones that will be best for you. For most people, this book of Mr. Wattles' would doubtless prove to be as good as any—for many people better than most.

The book is written in simple, clear language, and in an easy, charming style. There is nothing technical about it. The methods outlined are natural, simple, and cost nothing.

While there are some extreme positions taken from which you and I might dissent, there is plenty of good common sense in the book so that it would not pay to distress ourselves over the things in which we disagree with the author.

## Opportunity

They do me wrong who say I come no more

When once I knock and fail to find you in;

For every day I stand outside your door

And bid you wake and rise to fight and win.

—Walter Malone.

# Our Christmas Present to You

## Ten Per Cent Discount on all Books

**A**RE you looking for just the right Christmas present for someone? Perhaps you are an employer, looking for presents that will express your appreciation of their loyal services to your employes, and at that same time, provide them with something that will be of more than temporary value.

¶ There is no more appropriate present, under any and all circumstances, than a good book.

¶ Most of you who read this advertisement have learned from past experience that we are able to serve you well with books that will live and grow in value as time passes—our man building and business building books.

¶ As a rule, our prices are fixed. Our books are standard, and worth all we ask for them. But our Christmas present to you this year will be a *ten per cent discount on all books* listed on the last three advertising pages of this magazine and in our catalog—provided the order reaches us not later than the tenth of December.

---

***Order Early—There is Always a Big Rush  
in Our Book Department in December***

---

**Sheldon University Press**  
LIBERTYVILLE, ILLINOIS

**-/2**

**FORMER  
PRICE**

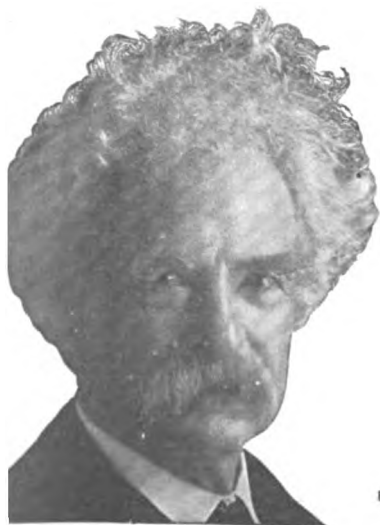
**MARK**

**M**ARK TWAIN is undoubtedly the most representative of American writers. He is an American, blood and bone, heart and head. Not only is he the world's greatest humorist; he is a wonderfully versatile writer—the entertaining story-teller, the historian of periods and the intimate chronicler of local conditions, the historical novelist, the philosopher of life, the keen observer, the brilliant essayist. He has those qualities that are typically American — “Huckleberry Finn’s” genial tolerance united to the high ideals of his “Joan of Arc”—and he is uncompromisingly honest, with a hatred of pretence, affectation, and sham.

**AUTHOR'S  
EDI**

### **SPECIAL FEATURES**

Mark Twain himself has written a preface to the edition. Brander Matthews has written the biographical criticism of Mark Twain and his work which prefaces the first volume. There are portraits of the author from photographs and paintings taken at periods when the different books were in process of writing. This edition includes his later collected writings, such as “Christian Science,” “A Dog’s Tale,” “Eve’s Diary,” etc.



**MARK**

# TWAIN—1/2

*It has been Mark Twain's ambition to have his books in every American home, and he has made a great personal sacrifice, which brings about this remarkable situation—for the first time in the history of publishing, copyrighted books are sold at the price of non-copyrighted books.*

**FORMER  
PRICE**

## TITLES OF THE 25 VOLUMES

THE INNOCENTS ABROAD. (Vol. I)  
THE INNOCENTS ABROAD. (Vol. II)  
A TRAMP ABROAD. (Vol. I)  
A TRAMP ABROAD. (Vol. II)  
FOLLOWING THE EQUATOR. (Vol. I)  
FOLLOWING THE EQUATOR. (Vol. II)  
ROUGHING IT. (Vol. I)  
ROUGHING IT. (Vol. II)  
LIFE ON THE MISSISSIPPI  
THE GILDED AGE. (Vol. I)  
THE GILDED AGE. (Vol. II)  
THE ADVENTURES OF TOM SAWYER  
HUCKLEBERRY FINN  
PUDD'NHEAD WILSON  
THE PRINCE AND THE PAUPER  
A CONNECTICUT YANKEE IN KING  
ARTHUR'S COURT  
JOAN OF ARC. (Vol. I)  
JOAN OF ARC. (Vol. II)  
SKETCHES NEW AND OLD  
TOM SAWYER ABROAD, ETC.  
AMERICAN CLAIMANT, ETC.  
LITERARY ESSAYS  
THE MAN THAT CORRUPTED  
HADLEYBURG  
THE \$30,000 BEQUEST  
CHRISTIAN SCIENCE

# NATIONAL TION

## THE ARTISTS AND ILLUSTRATIONS

There are many illustrations—half-tone reproductions on plate paper of the work of such artists as

J. G. Brown      W. T. Smedley      E. W. Kemble  
A. B. Frost      T. de Thulstrup      C. Allan Gilbert  
Peter Newell      B. W. Clinedinst      F. B. Oppen  
F. V. Du Mond      Frank J. Merrill      Dan Beard  
F. Luis Mora      Frederick Dielman  
C. D. Weldon      Etc.      Etc.      Etc.

## BINDING AND OTHER DETAILS

The binding is a beautiful dark-red vellum book cloth, with blue title labels stamped in gold. The books are printed on white antique wove paper, especially made for this edition. The size of each volume is 5x7½ inches.

S. H. 12-10

**HARPER & BROTHERS**  
Franklin Square  
New York City

Please send me for examination, carriage free, a set of **MARK TWAIN'S WORKS, Author's National Edition**, twenty-five volumes, cloth binding. It is understood that I may retain the set for five days, and at the expiration of that time, if I do not care for the books, I will return them at your expense. If I keep the books, I will remit \$2.00 a month until the full price, \$25.00, has been paid.

Signature .....

Send books to.....

# TWAIN





Henry Dickson

America's foremost authority on Memory Training and Principal of the Dickson School of Memory.

# About Remembering By Elbert Hubbard

For some long time I have been promising myself to write up my good friend, Mr. Henry Dickson, of Chicago, and I have not forgotten. Mr. Dickson is teaching a Science or System, whichever you choose to call it, which I believe is of more importance than the entire curriculum of your modern college.

Mr. Dickson teaches memory. Good memory is necessary to all achievements.

I know a man who is fifty-five years old. He is a student. He is a graduate of three colleges, and he carries more letters after his name than I care to mention. But this man is neither bright, witty, clever, interesting, learned nor profound. He's a dunce.

And the reason is that he CAN NOT REMEMBER. Without his notes and his reference literature, he is helpless.

This man openly confesses that he cannot memorize a date or a line of poetry, and retain it for twenty-four hours. His mind is a sieve through which sinks to nowhere the stuff he pours in at the top. Education is only what you remember. The lessons that you study into the night and babble about the next day in class are rot, unless you retain them and assimilate them by the slower process of memory. You cannot gulp and discharge your facts and hope they will do you any good. Memory only makes them valuable.

Every little while in business I come across a man who has a memory, a TRAINED MEMORY, and he is a joy to my soul. He can tell you when, where, why, how

much, what for, in what year, and what the paper said the next morning.

Like this man is another, the general manager of a great corporation in a Western City. He never misses a face. If he sees you once, that's enough. The next time he'll call you by name, inquire about the folks at home and ask if you have recovered from that touch of rheumatism.

He told me how he did it. He told me that he studied memory-training with Professor Dickson of Chicago. Also, he said a lot of nice things about Professor Dickson, that I hesitate to write down here lest my good friend Dickson object.

This Dickson System of Memory-Training, as I understand it, and I do understand it, is very simple. If you want to enlarge your arm to increase the power and strength of your muscle, you exercise it. The same with your mind. You must put your brain through a few easy exercises regularly to discover its capacity. You will be surprised, when you go about it the right way, to know how quickly it responds to you. To the man or woman whose memory plays you tricks, I especially recommend that you write to Professor Dickson to send you his literature. It will cost you nothing, and if his credentials and recommendations and the facts he sets forth, do not convince you, you are not to be convinced—that's all. You do not know when you will be called to stand on your feet and tell what you know: then and there a trained memory would help you.

You've sympathized with the little girl who stuttered her "piece." But you've wept for the strong man who stammered and sucked air and gurgled ice-water and forgot, and sat down in the kindly silence. In the child it was embarrassment, but in the adult it was a bad memory. Professor Dickson's System can give you a BETTER MEMORY because it is based upon right principles. Write and ask Professor Dickson to tell you how he trains the memory.

Fill out coupon or postal and mail Today. It means success

Prof. Henry Dickson, 938 Auditorium Bldg., Chicago  
Send me your free book "HOW TO REMEMBER"

Name

Street

City  State

## GET TOGETHER PAGE

In this page our subscribers will have the *free use* of a four line space for one insertion. In this space they may advertise themselves for sale or may advertise for the services of some one else. Others—not subscribers to THE BUSINESS PHILOSOPHER—will be obliged to pay 25 cents per line for classified ads. In sending in your ads you should figure seven words to the line so that there will be no trouble over the insertion.

**MEN AND WOMEN OF EDUCATION. POSITION** affords opportunity to travel extensively for necessary educational help. Good income. Permanent position. Address F. E. Compton & Co., Dept. F., 191 Market St., Chicago, Illinois.

**WANTED—ENERGETIC, HONEST, TEMPERATE** specialty salesman. Two to ten thousand per year. No salary hunting order takers need apply. References and bond necessary. Call or write at once, Commercial Register Company, Buffalo, N. Y.

**SALESMEN WANTED—LARGE MANUFACTURING** company desire four experienced salesmen, age not exceeding thirty-five; salary, twenty dollars per week and expenses. Booster, care Sheldon University Press.

**AGENTS MAKE BIG MONEY SELLING OUR** new gold letters for office windows, store fronts, and glass signs. Anyone can put them on. Write today for free sample and full particulars. Metallic Sign Letter Co., 431 N. Clark St., Chicago.

**LOCAL REPRESENTATIVE WANTED—SPLENDID** income assured right man to act as our representative after learning our business thoroughly by mail. Former experience unnecessary. All we require is honesty, ability, ambition and willingness to learn a lucrative business. No soliciting or traveling. This is an exceptional opportunity for a man in your section to get into a big-paying business without capital and become independent for life. Write at once for full particulars. Address E. R. Marden, Pres. The Nat'l Co-op. Real Estate Co., Suite 494 Marden Bldg., Washington, D. C.

**W. F. GEE, LAWYER AND DEALER IN DELTA** real estate, large and small tracts, Lambert, Mississippi.

**START AN EASY AND LUCRATIVE BUSINESS.** We teach you how to establish a successful collection business and refer business to you. No capital required. Little competition. Rare opportunities. Write for Free Pointers today. American Collection Service, 165 State St., Detroit, Mich.

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# Effective Speaking

By **Arthur Edward Phillips**, Author of "Natural Drills in Expression," etc.,  
Director, Department of Public Speaking, the Theological  
Seminary of the Evangelical Luther Church at  
Chicago; Principal, Phillips School  
of Oratory, Chicago.

***Adopted by Representative Schools and Universities Throughout the Nation.***

**I**N THIS work is found the *first* presentation of the *true* principles of *effectiveness* in speech. It is a distinct departure from anything yet published on the subject. There is no book now in your library that can fill the place of "Effective Speaking."

This book presents the essentials of effectiveness in *all departments of speaking*—business, social and public. It trains the judgment in the use of the great principles that govern power and success in speech, and offers a logical way to develop skill as an *extemporaneous speaker*.

Further, this book presents a complete set of *exercises* covering every important point discussed; also, a complete set of *questions*. It gives over *one hundred examples from master speakers* illustrative of the principles developed.

If you wish to increase your power as an *entertaining speaker*, read pages 63 to 78; if you wish to increase your power as a *convincing speaker*, read pages 42 to 47; if you wish to increase your power as an *impressive speaker*, read pages 39 to 42; if you wish to increase your power as a *persuasive speaker*, read pages 48 to 62; if you wish to increase your power of *memory*, read pages 211 to 213; if you wish to increase your power to speak *extemporaneously*, read pages 88 to 171; if you wish to improve your *style*, read pages 181 to 201.

If you sincerely seek *power* in speaking you cannot afford to be without this book. It is a *need*.

## ***Some of the Institutions Using "Effective Speaking:"***

UNIVERSITY OF CHICAGO  
UNIVERSITY OF VIRGINIA  
MICHIGAN STATE NORMAL  
UNIVERSITY OF MINNESOTA  
UNIVERSITY OF IOWA  
MISSOURI STATE NORMAL  
UNIVERSITY OF OKLAHOMA  
UPPER IOWA UNIVERSITY  
UNIVERSITY OF UTAH  
UNIVERSITY OF GEORGIA  
IOWA STATE NORMAL  
NORTHWESTERN UNIVERSITY  
ADRIAN COLLEGE  
SYRACUSE UNIVERSITY

CORNELL UNIVERSITY  
UNIVERSITY OF ILLINOIS  
BELOIT COLLEGE  
CORNELL COLLEGE  
BAKER UNIVERSITY  
OKLAHOMA STATE NORMAL  
DRAKE UNIVERSITY  
UNIVERSITY OF DENVER  
GEORGIA STATE NORMAL  
SOUTHWESTERN UNIVERSITY  
INDIANA STATE NORMAL  
TOLEDO UNIVERSITY  
OTTERBEIN UNIVERSITY  
NORTHWESTERN COLLEGE

LELAND STANFORD UNIVERSITY  
UNIVERSITY OF GEORGIA  
KNOX COLLEGE  
DRURY COLLEGE  
LAWRENCE UNIVERSITY  
BUCKNELL UNIVERSITY  
WASHINGTON AND JEFFERSON UNIVERSITY  
OLIVET COLLEGE  
YANKTON COLLEGE  
AUGUSTINA COLLEGE  
UNIVERSITY OF CHATTANOOGA  
ALBION COLLEGE  
UNIVERSITY OF NORTH DAKOTA  
UNIVERSITY OF SOUTH DAKOTA

**Price \$1.50, Delivered**

## **The Taylor Book Store, Rockefeller, Illinois**

# Normal Men Making Good

**G**RADUATES of the Sheldon Business Normal, Class of 1910, have now been in the field for six weeks.

Fully four-fifths of the entire class are representing The Sheldon School, several of them are general agents, in full charge of important territories, organizing the work, training their assistants, and managing their own business.

Others are district managers, and still others are assistant agents.

And these men are making good. Although they have been on the field but a short time—scarcely long enough to get their business well organized, they are already seeing tangible results—making money.

And why not?

These men spent the summer in attendance upon the classes and lectures of The Sheldon Business Normal.

Here they spent weeks in learning how to develop their physical, intellectual, moral, and volitional qualities for success—success in any line of work. And not only that, but they were all working together, with their instructors, in the development of these success qualities.

These weeks were also spent in a careful study of the Science of Character Analysis, under the direction and instruction of Dr. Katherine M. H. Blackford, the formulator of the science, and recognized as the leading expert in its application. The students not only learned the principles and laws of the science, but they had almost daily drill in applying them.

During this course they learned every phase of the proposition they were to represent—became thoroughly grounded not only in the goods they were to sell, but in

all the conditions and operations of their sale and the services rendered as part of the contract.

Under the direction of Arthur Frederick Sheldon, the formulator of the Science of Salesmanship and the Science of Business Building, and one of the most successful salesmen, sales managers, and proprietors in the country, they spent weeks in learning how to make sales—the fundamental principles of the construction and delivery of effective selling talks. Not only that, but they learned the selling talks on the goods they were to sell and spent a great deal of time in actual practice under the personal supervision of Mr. Sheldon himself.

They also had personal instruction in the principles and methods of successful sales management, under the direction of a practical sales manager of wide experience and marked success.

In addition to this, they had physical culture, a pleasant social life, plenty of training in public speaking and the handling of classes, out-door games and sports, lectures by specialists on various business topics, and other advantages.

Those who did not take up work for The Sheldon School are realizing the value of their training in the conduct of their own businesses.

Come now, can you imagine a man taking a summer's training of that kind and not being healthier, abler, more reliable, capable of greater action—in a word more efficient and more successful as a result?

Nor could he. The record of the class of 1910 for these six weeks shows it.

This makes the problem a personal one with you.

Are you satisfied with your position and your pay?

Do you feel that you are in a rut, and that it is going to be a heavy pull to get out of it?

Are you looking around for a change in your work that will be to your advantage?

Do you feel that a summer's training such as these men in the class of 1910 received would benefit you in the conduct of your own business—the training and instruction of your own sales force?

If any of these things are true in your case, you owe it to yourself to investigate what the Sheldon Business Normal has done for others and can do for you.

The next session will be held at Libertyville, Illinois, beginning Monday, July 3, 1911, and will run for ten weeks.

The course will include:

*First*—Personal study and class instruction in:

(a) The Science of Business Building, which is the fourth edition of the Science of Successful Salesmanship;

(b) The Science of Service.

*Second*—An extensive series of personal lectures by Mr. Sheldon, assisted by specialists, in Salesmanship and Business Economics.

*Third*—A course of lectures on Character Analysis, or the reading of Human Nature.

*Fourth*—Frequent drills in the Art of Salesmanship and Sales Management.

This course of study leads to the appointment of those students who desire to take up our work, and who shall be selected as being worthy and qualified, to immediate positions in connection with the work of the Sheldon Schools.

The gross earnings of those who prove successful in these positions will not be less than \$3,000 a year. Experience shows that earnings of \$10,000 can be realized by men thus trained and employed.

You who are now well placed in a congenial line can get here the training you need to ginger up and build up the work of your sales department.

The class is also open to employers who find the training of competent sales managers a problem.

You find here quick, sure, sane, tried, plain, direct, and scientific training for efficiency in sales management.

Now is the time for you to begin to get data on this most unusual opportunity. Time is short. You can begin planning now to come.

Write to us right away, and we will answer, giving full particulars.

## The Sheldon Business Normal School

THE SHELTON BUSINESS NORMAL SCHOOL,  
Libertyville, Illinois

.....1910

Will you please forward full particulars regarding your session for the summer of 1911, as advertised in THE BUSINESS PHILOSOPHER for December.

Name .....

Local Address.....

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# STEVENS

## NEW VISIBLE LOADING REPEATING RIFLE NO. 70

The most accurate .22 Caliber  
Repeating Rifle made.

Two models, one made for .22 short, the  
other for .22 long rifle cartridges.

Handles 15—.22 short cartridges, which  
are always in sight while being fed into  
chamber. For the .22 long rifle, 12  
cartridges.

Weight 4½ pounds.

Extra strong double extractors.

THE STEVENS No. 70 REPEATER  
is absolutely guaranteed and gives uni-  
versal satisfaction.

Fitted with bead front and sporting  
rear sights.

List Price \$8.00

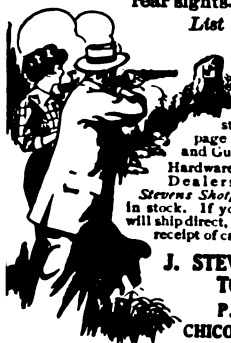
Send us thirty cents  
in stamps for our lat-  
est complete Firearm  
Catalog and Dan  
Beard's intensely  
interesting and in-  
structive one hundred  
page book, entitled "Guns  
and Gunning."

Hardware and Sporting Goods  
Dealers everywhere carry  
Stevens Shotguns, Rifles, Pistols  
in stock. If you cannot obtain, we  
will ship direct, express prepaid, upon  
receipt of catalog price.

J. STEVENS ARMS &  
TOOL CO.

P. O. Box 5002

CHICOPEE FALLS, MASS.

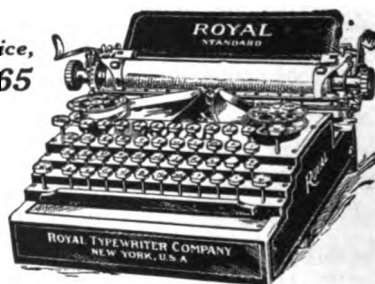


## Simplicity, Convenience Light Action Fine Work & Durability

are the distinguishing  
features of the

# ROYAL Standard Typewriter

Price,  
\$65



## ROYAL TYPEWRITER CO.

Royal Typewriter Building, New York  
21 Monroe Street, Chicago, Illinois

# Wanted—Men Who Can Earn \$5,000 a Year

WANT about twenty-five live men, previous experience unnecessary, who are willing to spend two weeks' time to prepare themselves to earn from \$5,000 a year up, as general agents for Sheldon University Press. I have personally demonstrated at a man can easily earn at the rate of \$10,000 at this work. And I am willing to vote two weeks' of my time to the personal instruction of twenty-five men in the way do it. This class will be open to the twenty-five selected out of the list of applicants, e of all tuition, on Monday, January 2, 1911, and will close Saturday evening, Janu-ry 14, 1911. It will be held in the Administration Building of The Sheldon School ar Libertyville, Illinois. Mail me this coupon today for further particulars.

R. A. F. SHELDON, Sheldon University Press, Libertyville, Illinois:

Please send me full particulars about general agency for Sheldon University Press.

ime .....

ldress .....

ty and State .....

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"



## “Ask Sheldon”

There's a way to find out *why* business is bad, a way to analyze *why* expenses keep growing, *why* some men don't make good *where others do*.

Modern business is a matter of *fixed* laws—the day of chance is passing.

And a working knowledge of these laws is the boiled-down, tabloid *secret of business success*. Many men high up in business, are working under these laws CONSCIOUSLY or UNCONSCIOUSLY.

They acquire the knowledge by “*going thru the fire*” which most men cannot endure.

Hundreds of others are making good by *studying the working of these laws* and analyzing the methods of successful men who have *blazed the trail before them*.

## Sheldon Has Classified These Laws

*The Sheldon Course* in Salesmanship and Business Building will put every man in *closer touch* with the universal laws of business.

Whether you are a miner clerk with keen ambition to move up into something *bigger and better*, or a business man trying to analyze the laws which govern *your* particular business, consider what *Sheldon* can do for you.

*advertising, the selling, the auditing, the corresponding, the financing*—in fact the “*anything*” of your business.

And here is an opportunity to make *The Sheldon School* “*prove up*” these claims without cost to you—simply mail the coupon and read *The Sheldon Book*, which we will send you *free*. Make the request **NOW!**



**The Sheldon School**  
1112 Republic Bldg., Chicago, Ill.

**The Sheldon School, 1112 Republic Bldg., Chicago**

Please send me **FREE** copy of **THE SHELTON BOOK** and full information regarding Sheldon Methods.

Name \_\_\_\_\_

Street \_\_\_\_\_

City \_\_\_\_\_

State \_\_\_\_\_

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

## Sherwin Cody's Latest Book

# How to Do Business by Letter

### and Training Course in Business English Composition

The most successful book on letter-writing ever published, now in its 47th thousand, eleventh edition, though but recently published.

Contains over 125 model letters of all kinds, including a number of the more successful pulling letters used by prominent houses.

Also the Rules of Grammar complete, with all common errors; the Rules of Punctuation, Words Often Misused, Rules and Regulations of the Postoffice (correct to 1910), etc.

Price, postpaid, \$1.00. See table of contents.

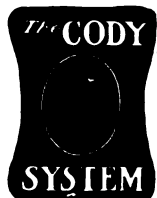
## Sherwin Cody's Form Paragraph Letter-Writer

An indexed and gummed blankbook, full letter size, loose leaf, in which to paste form paragraphs to be used in answering all kinds of correspondence.

By this system an \$8-a-week girl can write better letters than a \$25-a-week correspondent, because she simply copies into her book the best paragraphs in the regularly dictated letters of the head of the business, and all letters are in his language, perfect in every detail of punctuation, grammar, etc., and may be signed by his name though he never sees the letter himself. This is a wonderful means of raising the quality of correspondence, as well as saving much time and expense. 80 gummed pages, 20 index pages, 100 pages in all; price, postpaid, \$3; subject to approval and return at my expense.

## Sherwin Cody's Compendium of All Card Systems

An instruction book on loose-leaf and card systems (the only book ever published clearly stating the simple fundamental principles of these systems), accompanying a neat box of 500 cards, size 3 x 5 inches, printed from specially engraved wax plates in the best style, representing 18 complete systems all ready for use, including forms for mailing lists, advertising, salesmen's report and route cards, perpetual inventory forms, cost systems, school forms, and loose-leaf and card ledgers of all kinds, for wholesale, retail, mail-order, instalment, and specialty businesses. Electrotypes of plates sold and directions given for printing systems at one-third the usual price. Price, complete, \$3.00.



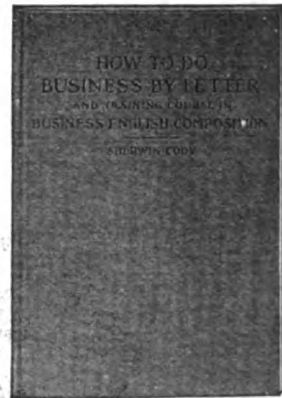
## How to Make Advertising Pay

## How to Write Letters that Pull

## Office Salesmanship & Business Psychology

I have made a detailed personal study of forty-six leading lines of business: Manufacturing, wholesale, retail, mail-order, and specialty, and have taught presidents, secretaries and advertising managers how to make a success of their publicity—I know what will win in forty-six different businesses, yours among the number, and this information I give in my complete course, together with all the books and special features described above, with scores of others—everything I have for only \$30, including twenty personal lessons. Write for complete catalogue.

**SHERWIN CODY, LIBERTYVILLE, ILLINOIS**



### CONTENTS:

Using Words So as To Make People Do Things.

How to Begin a Business Letter.

How to Close a Business Letter.

The Body of the Letter.

Applying for a Position.

Sending Money by Mail.

Ordering Goods.

"Hurry-up" Letters.

How Money is Collected.

Letters to Ladies.

Professional Letters.

How to Acquire an Easy Style in Letter Writing.

Two Kinds of Letters—Buying and Selling.

When to Write a Long Letter and When to Write a Short Letter.

Answering Inquiries.

Talking in a Letter—Colloquialisms and Slang.

Complaint Letters.

Condensation—Writing Advertisements.

Advertising and Follow-up Letters.

Display in Letter Writing.

Salesmanship in Letters and Advertisements.

Customs and Regulations of the Post Office.

Social and Official Forms; the Rules of Grammar, with Common Errors; the Rules of Punctuation for Business Office Use.

## Need Envelopes?

**"Write Hogan"**

MAKERS OF

**EVERYTHING IN  
ENVELOPES**

**Hogan Envelope Company, Inc.**

319-331 West Ohio Street, Chicago

## A GOOD SHORTHAND REPORTER

is the only kind you can afford to employ. I am well prepared to handle all kinds of law and general reporting.

**FRED H. GURTLE**

SHORTHAND REPORTER

Phone Randolph 3038 810-811 Reaper Block, CHICAGO

**3000 GUMMED LABELS \$1.00**  
POSTPAID  
SIZE, 1X2 INCHES PRINTED TO ORDER

Other styles & sizes for every purpose.  
Send for free catalog—you'll find just what you need. Our high quality and low prices will surprise you.

**FENTON LABEL CO.**  
PHILADELPHIA, PA.



**Make Your  
Brain Earn**

**\$3,000 A Year**

YOU are just as smart as other men now in the Real Estate business who are making **\$3,000 to \$10,000** a year. You don't need capital. We teach you the Real Estate and Loan Business and then appoint you as our special representative in your territory and work with you. We want a representative in every community. Get started on the road to success today. Send for our Free Booklet, "How We Teach You the Real Estate Business." Write to **Instruction Dept.**

**MORDEN LAND & LOAN COMPANY,**  
262 Palace Building, Minneapolis, Minnesota.

**WANTED!** Agents to take subscriptions to The Backbone Monthly—"A magazine for and about people who are doing things worth while"—a magazine so different, both editorially and typographically. Show a sample copy and there's a sale on the spot. Agents are making big money with The Backbone Monthly. Come on in! Sample copies, terms and blanks sent on request.  
**The Backbone Society, 144 Fox St., Aurora, Illinois**

## Ask For Book You Want

Place check in the square below indicating number of book desired; write name and address on lines below and forward, with 10 cents postage attached, and the book is yours—without further expense or obligation, of course.

- 1—THE ART OF FINANCIERING**  
[Showing how business men may raise capital for business projects]
- 2—FINANCIAL HAND BOOK**  
[For promoters, fiscal agents and brokers]
- 3—BUSINESS BUILDING BY CORRESPONDENCE**  
[For the man who uses circular letters]
- 4—THE SELLING FORCE AND THE SELLING FARCE**  
[Showing why the great majority of selling plans do not pay]
- 5—THE GREAT LAW OF AVERAGE**  
[A new principle discovered by a business expert, bringing CERTAINTY to business affairs]
- 6—HOW \$250 MAY RAISE \$200,000**  
[For the man with a real opportunity]

If more than one book is desired add 10 cents additional for each extra book. Money refunded if not perfectly satisfactory. Each book conveys a MESSAGE. Each tells something NEW and VALUABLE.

**The Business Development Co. of America**

|   |   |   |   |   |   |
|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---|---|---|

Founded 1901  
119 NASSAU STREET  
NEW YORK

December B-P

## Read Below What Practical Business Men Say of These Books

"Booklets sent are fine and ideas O. K."—L. E. BAILEY, San Jose, Cal.

"Certainly 'Eye-Openers.'"—E. C. ELWOOD, Bridgeport, Conn.

"One of the best investments I have made for a long time."—LE GRANDE DUTCHER, Editor of "Profitable Publicity."

"Consider brochures of real value to me and worth many more times the price asked."—L. C. KELLOGG, Seattle, Wash.

"After carefully reading, I want to state that, if I could have had the information contained in 'How \$250 Can Raise \$200,000' I would have been saved several hundred dollars, much valuable time and been spared much humiliation. The idea is right. I paid hard cash and harder experience in proving it."—E. D. CRIBBS, Highland Park, Ill.

"How \$250 May Raise \$200,000' is the best article I ever remember seeing emanate from your establishment and 'HITS THE NAIL SQUARELY ON THE HEAD.' I have succeeded at last in promoting my mine, but could have saved about three years of the time out of the four it has taken, if the proper course had been pursued from the first, as laid down. The course finally pursued followed closely along lines laid down now by you, save differing in details. The method was very much the same.

"I think the very logical and convincing argument set forth in 'How \$250 May Raise \$200,000' would wake up a mummy one thousand years old, for EVERY WORD IS ABSOLUTELY TRUE."

Very truly yours,

MARK E. DAVIS, Oakland, Cal.

"I was very much interested in 'How \$250 May Raise \$200,000,' for the reason that it appears to hit the situation exactly. I have read nearly all your issues for the past two years, and much of your printed literature, but never saw anything that covers the situation so completely as does this article."—J. T. RYAN, American Tire Armor Co., 816 Pacific Building, San Francisco, Cal.

"The Business Development Company of America is the publisher of five little books which are the most unique and interesting publications in their way that *The American Banker* has ever had the pleasure of receiving. . . they contain a vast amount of information that will be of value to bankers, promoters and business men who are interested in building up their business.

"These books sell for ten cents a copy and are worth \$10 a copy. We advise our readers to send for them." Editorial extract from *The American Banker*, March 5, 1910.

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"



# There is No Royal Road to Wealth—But—Some Roads are Easier Than Others



I have helped thousands of men to *succeed*—and my definition of acquiring success is: "To make more money, in a more congenial occupation." If you will read this page, you will learn *how* to find

## The way from wage-earning to business management

and how you can make that way upward in the business world *your own*.

I have succeeded—others have succeeded with me—this is Success's invitation to *you*.

## Disappointed ambition is the curse—fulfilled ambition the glory—of any man's life

The average man who *succeeds* in this world is the man who realizes he was not born to set the world on fire—but aims at a goal within his reach and keeps on with courage, persistence, and intelligently directed *purpose* until he gathers the sweet fruits of his labors.

Henry Clay, Daniel Webster and James G. Blaine died from disappointment of their thwarted ambitions to attain the Presidency. They aimed probably not too high, but with all their statesmanship they lacked the knowledge of *how* to achieve their purpose.

And how many men have died from disappointed *commercial* ambition simply because they did not *know how* to succeed is beyond the count of any earthly record.

But the number of successful, life-enjoying business men is growing every day. In the past, men have pursued and acquired *academic* knowledge—this is the day when men seek and acquire *business* knowledge through avenues such as *I offer you*. Will you profit by my experience?



**I, W. A. Shryer, was a grown man earning \$15 a week when I learned an easier way to make \$15,000 a year**

I found that many honest people neglect to pay their bills—but that they *will* pay them if their obligations are presented in a dignified, business-like, human-nature way.

**That way is so easy that I can make it clear and easy for you—for any man with ambition**

Merchants have their hands so full with the problems of buying and selling merchandise that they have no time to look after delinquent accounts.

### This Coupon the First Step—Take It Now

W. A. SHRYER, President,

American Collection Service, 399 State St., Detroit, Mich.

Please send me full information, illustrated with photos, about how you and other men have succeeded in the Commercial Agency Business, starting without capital.

Name.....  
Address.....

The men who, for various reasons, do not pay their bills, are just like any other class of men—a class of *many types*. And the knowledge of *how* to approach and handle each of these types is the specialized training that makes a successful, commercial agency manager.

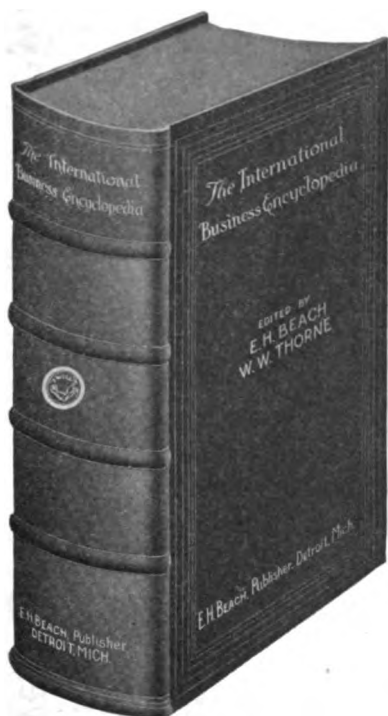
*You do not need capital* to establish yourself in this business. You can begin in your spare time, just as I began.

The field is so full of business waiting to be handled that your earnings will supply you with all the capital you need for expansion. Every ambitious man who wants to establish himself in his own successful business should write to me at once. Mail the coupon.

W. A. SHRYER, President

American Collection Service, 399 State St., Detroit, Mich.

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"



## \$1 Secures this Great Reference Book

An entirely new, up-to-date, down-to-the-minute Reference Book, for bookkeepers, cashiers, accountants and business men.

This magnificent volume weighs nearly six pounds; contains over 500 pages, 200,000 words and 700 illustrations of forms and tables; beautifully printed on fine paper; handsomely and strongly bound; produced and presented to the business world at a cost which brings it within the reach of all; easiest for reference, plainest for acquiring information, and most economical when compared with all other publications of like nature.

**It is yours on payment of only \$1.00**

down and the balance in monthly installments of 50 cents or \$1.00 as you prefer.

Monthly installment price, \$4.00 per copy; introductory special cash price (less 10 per cent) only \$3.60.

In either case the expressage is prepaid to your address in the United States and Canada.

**E. H. Beach, Publisher, Detroit, Mich.**

Send 25 cents for 12 months subscription to

### Beach's Magazine of Business

A handsome monthly magazine for business men, bookkeepers, accountants, cashiers, credit men, stenographers, advertising managers, etc. The man "behind the desk" must have it. Splendid business stories. Your money back if you do not like it.

E. H. Beach, Publisher, 69 West Fort St., Detroit, Mich.

## The International Business Correspondence Course

Special Instruction for Home Study in

### Higher Accounting and Manufacturing Costs

For those who desire to qualify for *Higher Positions* and *Higher Salaries* as Chief Accountants, Cost Accountants, Auditors, etc.

### The Course Comprises

The International Business Encyclopedia (described above); six lessons on Higher Accounting; six lessons on Factory Cost Accounting; twelve sets of Exercises to be worked out; twelve sets of Standard Answers, and the personal attention of the Board of Examiners.

### THE COST

Special Terms Until October 1, 1910

This comprehensive, complete and fully effective Business Correspondence Course is offered at the temporary and very low introductory price of \$10 cash, or \$12 payable in easy installments of \$2 down or \$2 per month for five months. On and after October 1, 1910, the price will be \$20 cash, or \$24 on the installment plan.

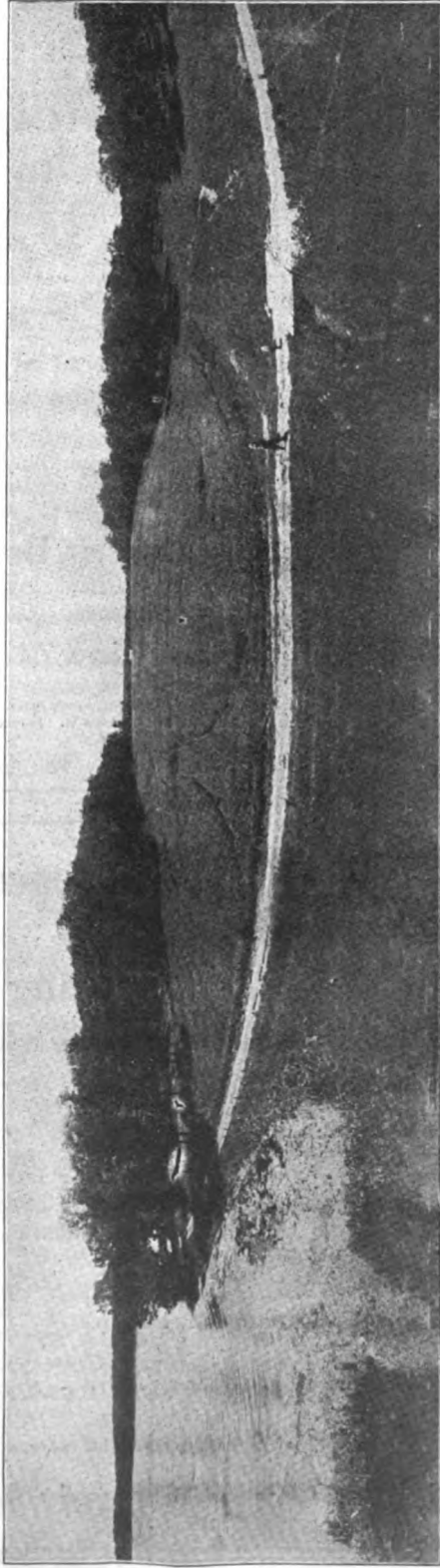
**E. H. BEACH, Publisher :: Detroit, Michigan**

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

---

---

# YOUR SUMMER HOME



SHORE ACRES SUBDIVISION, LAKE EARA

**O**F COURSE you want to own a summer home. There is something in you that calls for woods, meadows, cool waters, and broad, comfortable porches, when summer comes and brick walls and paving stones shimmer and quiver with the heat. You need rest and relaxation.

You may have to be in the city on business during the day. But you are refreshed and renewed by the evenings and the week-ends at your summer home.

And it makes you glad to know that wife and babies are away from the glare, the blare, and the dust, getting strong and rosy at your summer home.

No, this is not a millionaire's dream. That summer home is within your reach. And, if your business is in Chicago, it is only an hour's run from that city—you can come out every night. If further away, you can come Friday or Saturday and stay until Monday.

For your summer home, I have just opened a new sub-division on the shores of Lake Eara—the most beautiful of all the famous lakes of Northern Illinois. It is only thirty-five miles from Chicago—three railways run from it into the city.

There are a limited number of lots, all at reasonable prices—first come, first served. When you buy a lot, you buy fishing, swimming, and boating privileges on Lake Eara. *There is no lake property so near Chicago at anything like the price.*

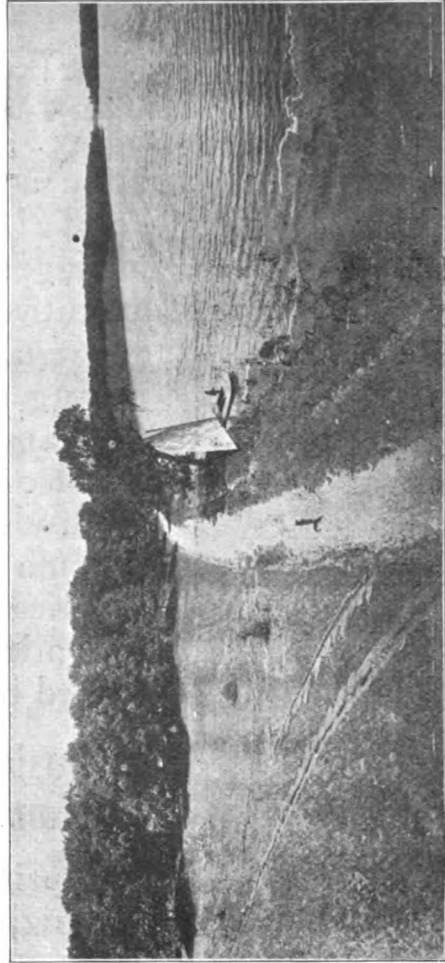
My primary object in opening this sub-division is to finance the first building of Sheldon Commercial University.

I want these summer homes, as far as possible to be owned by Sheldon Graduates or those in sympathy with A R E A philosophy.

*Write me today, saying you are interested  
and I will tell you all about it*

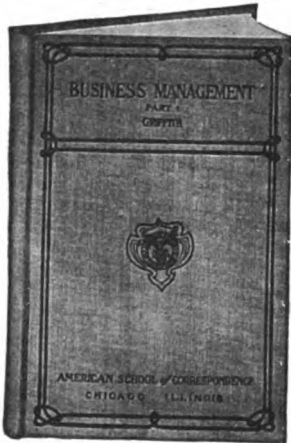
**A. F. SHELDON**

LIBERTYVILLE, ILLINOIS



SHELDON'S LAKE SHORE DRIVE, LAKE EARA

# ORGANIZATION



**Brief Synopsis**  
Part One

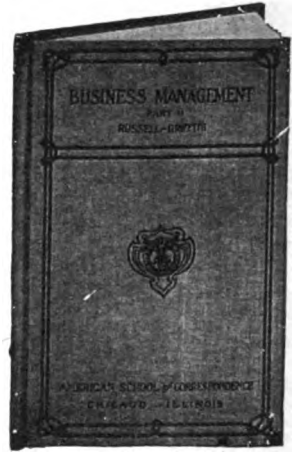
**A**DMINISTRATIVE and industrial organization; place of business engineer; plant arrangement; factory and office plans. Purchasing and stores department; catalog filing; requisitions; stores records. Advertising and sales organization; periodical, street car and outdoor advertising; mail order branch; salesmanship; follow-up systems. Credit organization; financial statements; credit information; collection letters; collection systems.

is the secret of successful business management; the executive of today gets results by combining organization and modern methods. The methods used by the managers of America's greatest enterprises are described in

## Business Management

The principles of organization, and how to apply them

in large or small concerns; the functions of all departments, and how to conduct them to secure results; how to make use of every modern plan and system, is told in these volumes. Every practical plan that will reduce costs, increase efficiency, and give a firmer grasp of business is described and illustrated by examples taken from actual practice.



**Brief Synopsis**  
Part Two

**B**ILLING and order recording; condensed and unit billing; blanket invoices; department store billing. Shipping department; rates and routes; filling orders; export shipping; claims; retail deliveries. Correspondence and filing; form paragraphs; stenographic division; filing systems; indexing. Business statistics; sales costs; expense distribution; administrative costs; mailing cost; mailing room methods and machinery; checking the postage account.

---

**Price, Delivered to You, \$2.00**  
**Per Volume, \$4.00 for the Set**

---

**Taylor Book Store, Rockefeller, Illinois**

# Speed Up Your Sales

You, Mr. Sales Manager!

Do you want to put something into the hands of each one of your salesmen that will speed up his sales to record pace?

You, Mr. Salesman!

Do you want to get hold of something that will put you in the running for the top-notch prizes?

Here is the thing.

Mr. Albert E. Lyons, vice president of the Allen-Higgins Wall Paper Company, Wor-

cester, Massachusetts, issued a series of letters to his salesmen last season. They helped to speed up sales in a way that made everyone concerned open his eyes. These letters were along Sheldon lines. Mr. Sheldon has seen and approved them—given them his hearty endorsement.

But the great point is that they *actually did speed up sales.*

Most important to you is the fact that you can get those letters to speed up your sales. They are now issued by us under the title

## Speed Talks

This book isn't big—contains just thirty letters—but a few words written on the back of an envelope once gave a man an idea that helped him to speed up his sales one hundred per cent.

*That's the kind of ideas you'll find in this book.  
It's yours for a dollar, postpaid.*

**Sheldon University Press, Libertyville, Illinois**

# A Real Christmas Gift!

## The Backbone Monthly

**T**HE magazine *de luxe*—for and about folks who are doing things worth while.

Edited by Tom Dreier. Nothing else would make a better gift for your friends. Nothing else would be appreciated half so much. For one year it's one dollar; for one copy it's one dime.

**Special Christmas Offer**—Send us one dollar and we will send to you, or to anyone else you say, The Backbone Monthly for one whole year, and as an appreciation, we will include a copy of the "Backbone Booklet"—a bouncer for the blues—without charge. The magazine can be sent to one address and the book to another, if you so desire, and we will forward notice that you are sending the book or magazine as a gift. You cannot find better gifts. Mail this coupon today! You may forget it later.

**The Backbone Society**  
145 FOX STREET • AURORA, ILLINOIS

Here's a dollar; send The Backbone Monthly and "Backbone Booklet" as follows:

Send Magazine to \_\_\_\_\_

\_\_\_\_\_

Send Booklet to \_\_\_\_\_

\_\_\_\_\_

Name \_\_\_\_\_

Address \_\_\_\_\_

\_\_\_\_\_

S.P.—12-10

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# Introductory Trial Offer

## One Typewriter Ribbon Free

☞ Cut out this advertisement and send to us with \$1.50, and we will send you postpaid, one box of 100 sheets "R. R." Carbon Paper, size 8 x 13, any color, and one "Silkeen" Typewriter Ribbon for any machine, single color, two or three color combination. ☞ "R. R." Carbon Paper sells at



\$1.50 per box, and "Silkeen" Ribbons at 75 cents each, \$7.00 per dozen. The above introductory trial offer will be held open for a limited time only, and not more than one order sent to one individual or firm. ☞ "R. R." Carbon Papers and "Silkeen" Ribbons give universal satisfaction, and are guaranteed to give better and cleaner results and last longer than any other make.



CHAS. E. ARCHBALD, PRESIDENT

### PEN-CARBON MANIFOLD CO.

NEW BRUNSWICK, N. J.

*Originators and Only Manufacturers of Non-Flake Carbon Paper for Typewriter, Pen, Pencil and Stylus*

# A Business Asset

The ability to speak and write English correctly *is a business asset* of no means importance. Yet how rare it is! You, Mr. Salesman or Mr. Business Man *need this ability* and it can easily be acquired. There is a *fascinating* way to

## *Polish Up Your English*

It is by reading "*Correct English—How to Use It*," a monthly magazine for cultured people, devoted to the use of correct English. It will *pay you* to get in touch with this unique magazine, as it is the only one of its kind. Read carefully this

**Partial List of Contents**—Shall and Will; Should and Would; How to Use Them; Correct English in the Home; Correct English in the School; What to Say and What Not to Say; Course in Grammar; Letter Writing and Punctuation; Business English for the Business Man; Compound Words; How to Write Them; Studies in English Literature

The subscription price is only \$1.00 a year, but if you prefer to see a copy before subscribing—

### **Send Only 10 Cents**

for a copy of the current issue. You will never regret it. So if you are interested in your own welfare, do this *now* before you turn another page. *But better still, use the Coupon TO-DAY.*

**Correct English Publishing Company ... 212 Monroe Street, Chicago, Illinois**

----- CUT OFF HERE -----

CORRECT ENGLISH PUBLISHING COMPANY, CHICAGO, ILLINOIS

Name.....

Local Address.....

Postoffice..... State.....

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# Salesmen Positions Now Open—

**D** ID you ever stop to consider that it requires special training, experience and proper methods scientifically applied, to find the best positions, for exactly the same reason that special study is necessary to accomplish the best results in any other line.

¶ Of course, a capable man can always keep himself employed but he cannot possibly have all the facilities necessary to learn of every opportunity to better his income. You may even know all the firms in your line. They may know of you. But that is useless if you lack the knowledge of when their changes or increases in force are likely to be made. Besides, your present position must be jeopardized by too strenuous efforts on your own part to keep in touch with other opportunities.

¶ Let us do the work for you. Twenty thousand employers use our service to secure capable men for Sales, Executive, Technical and Clerical positions paying \$600 to \$10,000 per annum. Hundreds of the finest opportunities are referred to us daily.

¶ Write our nearest office today for booklet, "Salaried Positions," which explains our entire system and facilities. Mention briefly your qualifications.

---

## Business Service Company

1214 Commonwealth Building .. Philadelphia, Pennsylvania

805 Singer Bldg.....New York      818 Chemical Bldg.....St. Louis

508 Park Bldg.....Pittsburgh      305 Loan & Trust Bldg., Minneapolis

1016 Hartford Bldg.....Chicago      Foreign Correspondents



# "Worth \$1,000"

## Prosperity Through Thought Force



BRUCE MACLELLAND

I Want to Succeed!

I Want to Succeed!

I Want to Succeed!

The Cries are Everywhere. Here is a Solution That Has Solved it for Hundreds

BRUCE MACLELLAND really lived the philosophy of the book. He climbed from a \$100 a month position to a business of his own, earning a modest fortune—all in three years' time. Then he decided to let others know how he used thought force in business and A THRILLING, powerful, practical success book is the result. No pet theories—no advice excepting as the entire book is sound reason of a man who has done and tells you how to do the same. After you read it, you will see how health, wealth and happiness can be made of troubles—and you will want your best friends to

READ IT and see how new thought transforms life from drudgery and poverty to joy and opulence. The tale is a simple one, the methods are easily understood and followed.

ELLA WHEELER WILCOX devoted nearly a page in the New York American to "Prosperity Through Thought Force." "Every word is true," she said. "Every word has been proven true by hundreds of people living today."

Mrs. Frank Beach, of Fort Collins, Col., writes: "I have ordered MacLelland's 'Prosperity Through Thought Force' for my husband for Christmas. He says it has already been worth \$1,000 to him. He has read it through three times and reads at least one paragraph from it each day."

### PARTIAL SYNOPSIS

How the "Idea" was Born—From Debt to Modest Fortune in Less Than Three Years—The Kind of Men Who Succeed—Why the Others Fail—Where the Mental Forces Come In—The Condition of the Mind Attracts All Things—How Mind Attracts Success—The Law of Vibration and How It Works—Personality—Auto-Suggestion—How to Use It—How to Do Things Without Faith—When the Author Blacked Boots—Thirty Years Lost by Talking—The One Thing that Can Hinder You—Mind and Body—Passions—Aura—Subconscious Mind the Magnet—Will, Affection, Emotion, Divisions of Love—When Others Avoid or Mistreat You—To Make the Right Kind of Friends—Attraction, What It Does and How to Use It—Etc., Etc.

Here are two sample comments showing what readers think of this book:

"I have a copy of 'Prosperity Through Thought Force.' It is the best and most practical instruction on the subject that I have read—and I have read many."—OLIVER BOWERS, Birmingham, Alabama.

"I have just received and read 'Prosperity Through Thought Force,' by Bruce MacLelland, and I think so highly of it that I enclose \$1.00 for another copy to lend. It is so plainly and naturally expressed that I believe it will help anyone who reads it to embrace and practice that higher life."—EMMA E. CARR, Lawrence, Massachusetts.

"Prosperity Through Thought Force" is a beautiful volume, 16 pages, printed on antique laid paper, artistic initial letters for chapter heads, handsome title page, half-tone of the author, all bound in finest silk cloth in a new shade of mauve.

ELLA WHEELER WILCOX will introduce you to new thought by her little booklet, "What I Know About New Thought." We will include this FREE in our special offer to Business Philosophers.

### OUR SPECIAL OFFER (New Subscribers Only)

The Nautilus Magazine, Twelve Months in Advance  
A Copy of "What I Know About New Thought"  
A Copy of "Prosperity Through Thought Force"

**\$1**

ALL FOR \$1

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

### THE NAUTILUS

Is the leading magazine of the new thought and mental healing movement. Thousands of its readers have been helped by it to health, prosperity, and happier condition of mind. The editorials by Elizabeth Towne are said to have the largest following of any woman's writings in America. The Nautilus is not a story book though it contains splendid stories—all designed to help you help yourself.

Ella Wheeler Wilcox, Edwin Markham, Florence Morse Kingsley, Emma Bell Miles, Edgar L. Larkin, Sinclair Lewis, Thomas Dreier, Wallace D. Wattles and many others are contributors.

"As a Grain of Mustard Seed," a great serial by Wallace D. Wattles is just beginning—a problem story of real life, unique in plot, wit and wisdom.

The November Nautilus is the special Dramatic Number. Contains articles by some of the most famous dramatists and actors in America, with many new portraits. George C. Tyler, managing director for Liebler & Co., tells why he produces new thought plays and how they affect the actors.

Among special new thought articles in same number are: "Habit of Faith and Courage," Adelaide Keen; "Teaching Without Friction," "Constructive Living," "Your Selection," by Fred G. Kaessman; and several practical editorials. New poems by Ella Wheeler Wilcox and others.

Get it at the news stand and see how new thought is regenerating every art and trade. Or better still, take advantage of this offer and begin new thought ways by doing it NOW!

ELIZABETH TOWNE, Holyoke, Mass., Dept. 108.  
Enclosed is One Dollar. Please enter my subscription for The Nautilus for one year and send me as a premium a copy of "Prosperity Through Thought Force," and a copy of "What I Know About New Thought."

Name .....  
Address .....  
Town .....

# Wanted Just a Few More *Real Men*

**M**EN who believe in, and love, progress—men who are not slaves to precedent and prejudice—fellows full of grit and determination—strictly Twentieth Century—earnest—enthusiastic workers—are scarce.

**M**EN with hearts—and souls—and feeling for their fellowmen—men who will pitch in and help overthrow a great wrong—and wipe a blot from civilization—*these* are the kind of men we want.

**Y**OU see we have a mighty mission to perform. There are a lot of bright, shining stars in our ranks now—but we still need—just a few more.

**Y**OU could not even dream of a business or proposition as great and as glorious as this one—grand and noble in every sense of the word—brand-new and wholly non-competitive—it is, in addition, a most fascinating and lucrative field.

**N**OT only the lifelong gratitude of their fellow beings but—\$50 Weekly to \$21,500 in 22 Months is the well-deserved reward our

managers are earning. There are men who are soon going to break this record—are you one?

**O**NE of our fellows—who, by the way, is not yet 30 years old and has been with us only a little over a year—has cleared over \$12,000 since Jan. 1st. Entirely out of the profits of this business he has bought a home and an automobile—and yet his progress is merely typical of many more.

**I** TELL you a proposition has got to have *real*—*genuine*—*merit*—of a high order behind it to make such success possible.

**T**HE man simply does not live who is too big for this work. An opportunity like this comes but once in a lifetime. Naturally—it will not be open long.

**D**O you want to be among the lucky ones? Do you want to reap your share of the golden harvest? Can this great cause count on you? If so—don't waste a minute—but say the word—today.

## THE OXYGENATOR CO.

Over 200 Branches in America alone.

108-110 Pearl Street, BUFFALO, N. Y., U. S. A.

**C**ALL at our nearest office and get acquainted—or, better, come and see us here—we will show you some of the amazing things we are doing in this country,—and an export department second to none in America—having a staff of native Spanish, Portuguese, German, French and Italian Attaches.

## WHEN IN DETROIT STOP AT HOTEL TULLER



New and Absolutely  
Fireproof

Cor. Adams Ave.  
and Park St.

In the center of the  
Theatre, Shopping  
and Business  
District.

Has large Conven-  
tion Hall.

Has grand Roof  
Garden Cafe.

Music from 6 P. M.  
to 12:30 A. M.

Every Room has Private Bath

EUROPEAN PLAN

RATES: \$1.50 PER DAY AND UP

L. W. TULLER - - Proprietor

## \$2,000 to \$3,000 a Year in Vacuum Cleaning Business

**A** STEADY, sure, permanent income of from \$2,000 to \$3,000 a year is easily and quickly established in cities from 5,000 up, with the Aero Vacuum Cleaning Power Wagon. Running expenses are small and profits remarkably big. Safer, more profitable than any other line of staple investment. Makes money from the day wagon arrives. \$1,000 starts you. The Aero Power Wagons are standard—established by years of test. The only apparatus of enough power to do effective commercial cleaning. Send for wagon catalog.

Largest builders in the world of Built-into-the-house Vacuum Cleaning Systems. Send for "Stationary Plant" catalog, stating kind and size of building.

**American Air Cleaning Company**  
268 Sycamore Street, Milwaukee, Wisconsin

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

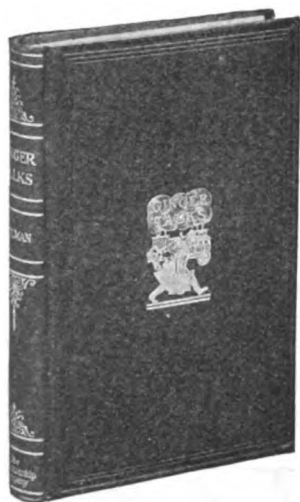
# Ginger Talks

235 PAGES—15 FULL PAGE CARTOONS

## Sales of Two Millions a Month

The Course in Salesmanship that Built Them for the National Cash Register Company

### YOURS FOR TWO DOLLARS



**T**HINK of a course in practical salesmanship, written straight out of the heart of the greatest selling organization in the world, by a Director of that organization; a course that does not merely describe the selling system of this colossal concern—but **IS THAT ACTUAL SYSTEM ITSELF**—the word for word Ginger Talks of that world famous company to its 1,000 salesmen—the verbatim coaching, the exact specific instruction, the very selling pointers and arguments and inspiration and enthusiasm that built up, through those 1,000 red-blooded salesmen, a business of over two million dollars a month in monthly sales.

*The Pabst Co. bought it for its 1800 Salesmen.*

*The Quaker Oats Company invested \$450 in it.*

*1682 other giant concerns have taken it for their entire sales forces, many taking from 100 to 1000 Each.*

Ask us to send you a list six feet long of these concerns which employ nearly 50,000 salesmen

**G**INGER TALKS are a complete text-book of instruction and pointers on the art of selling goods. They simplify the whole of practical salesmanship; make clear with wonderful illustrations and exact explanations how to make approaches, how to secure attention, how to create desire, how to stimulate to immediate action and walk out with the order. They tell the salesman how to turn enmity into friendship, cold indifference into eager interest, casual inquiries into actual buyers, actual buyers into permanent customers. They touch on a thousand salesmen's difficulties and perplexities and show a way out of each one.

**G**INGER TALKS is the only business book ever written that is as brilliant and fascinating in style and has the same human interest as George Ade's "Fables in Slang," Billy Baxter's "Letters," or Mr. Dooley's famous conversations with his friend Hennessy. The sentences are crowded with epigrams, sharpened with penetrating wit, lighted up with humor, and made fairly alive with the tones of a masterful personality. It is this wonderful combination of solid instruction and brilliant expression—"beef-steak nutriment and champagne style" that has brought Ginger Talks their tremendous sales.

### SEND YOUR GINGER

SHELDON UNIVERSITY PRESS, Libertyville, Illinois.

I am enclosing Two Dollars. Send me a copy of Holman's "Ginger Talks."

Name.....

Address..... State.....

You can enclose \$3.50 and receive a copy of Ginger Talks and The Business Philosopher for one year

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

## A Desirable Christmas Gift



Depend on this convenient, useful, *gentleman's* memo book to keep your dates, figures, names, memos, etc., in better, neater style.

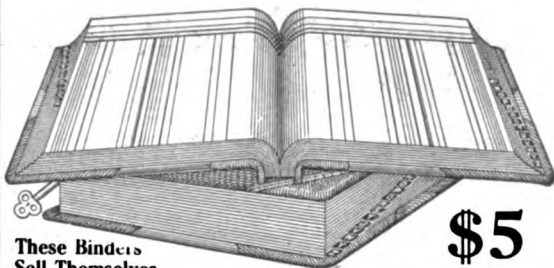
### Bennett Everlasting Memorandum Book

—leather cover, 3.4 x 8 inches, pocket for cards removable pads—the most convenient. Price complete with your name stamped in gold on the cover and four inside pads, only. . . . **\$1.00**

**Send no money** Simply send us your name and we will forward the book with your name printed. If satisfied, send us our \$1.00. If not, return the book. Send today.

**W. W. BENNETT CO.**  
Box 146, East End Pittsburgh, Penn.

## EASY—VOLUMES



These Binders  
Sell Themselves

**\$5**

No free catalogs. We can't incur any additional expense in selling these volumes—the price is too low. Once this binder finds its way to your desk you will use no other. Your friends will also want them.

The Size of this outfit is 11x11x1½—containing 200 leaves, 10½x10½, 400 pages of fine quality ledger paper, ruled and printed; with an alphabetical index, letters embossed in gold on extension leather tags, reinforced with linen to extra strong index paper. Bound in a manner that if you should use it hard enough to wear away the leather, you will still have a good and strong canvas binding which will not wear out for a lifetime. No posts or knobs to mar your desk. It can be adjusted to hold from 100 to 1000 leaves or more.

Send five dollars (\$5.00) at our risk, mention this ad. and we will send this complete Standard Ledger outfit (equal to \$15 or \$18 outfits) immediately. If you are not more than satisfied send it back and we will refund your money.

**F. N. Volkert & Co., 87 Fifth Ave., Chicago**

ONE DOLLAR BRINGS YOU

## "The Rational Life"

By WILL J. ERWOOD

☛ The latest word on: Love—Marriage—Divorce; The Sex Question; Social Evils; The Rational Life; The Conquest of Self, etc. It is as fascinating as a romance. It is live thought on live issues.

It is written for you . EVERYMAN!  
And for you . . . EVERYWOMAN!

☛ And you too, mother and father, it has ideals for you! Send for it! Read it together! It will help to make "Home, Sweet Home!"

☛ Finely bound, cloth and gold, about 200 pages; just from the press. Postpaid, only One Dollar.

Address: **WILL J. ERWOOD**  
Dept. B. 717 East 22nd Street, Baltimore, Md.

## It Pays to Buy Your Goods From a Reliable House

Read What our Customer says  
in Regard to Our Carbon Paper

"We have found the Carbon Paper which we have secured from you people to be the most satisfactory of any carbon that we have secured from any other firms, and we have bought Carbon from at least four other dealers since we got the last from you.

"We need some Carbon now and we enclose herewith check for \$2.00 which we believe is the price we paid you for one hundred sheets heretofore. On an old box which we have in the office which we secured from you is printed; "100 Sheets Durable Typewriter Paper, \$2.00 a Box."

### How is That for a Boost?

Don't you want to try a box of this good grade carbon? If so, send \$2.00 along to the

**National Office Supply Company**  
ZION CITY, ILLINOIS

"The Square Deal House" who will promptly fill your order.

We carry two kinds; "Favorite," the high-grade, light weight carbon for manifolding, \$3.00 a box. Also, our "Durable" carbon at \$2.00 a box per hundred sheets.

Agents wanted to carry our up-to-date line of office supplies  
ALL GOODS GUARANTEED. SEND FOR CATALOG

## Embossed Business Stationery

Printed from Steel Dies  
Send for Samples

*Engraved  
Cards*

We engrave a one-line plate and furnish 100 engraved cards, postpaid. Engraved in script, \$1.25; block, \$1.50; solid Roman, old English or French script, \$1.75; shaded old English or block, \$2.00; shaded Roman or French script, \$2.25. Cash to be sent with order. Best stock used. Monogram stationery. Wedding and business announcements.

**The American Embossing Co.**  
192-69 SENECA STREET, BUFFALO, N. Y.

# PRACTICAL BUSINESS BOOKS!

Examine the List—Select Those That Will  
Help You—Mail Your Order Today



## Authorized American Edition of DICKSEE'S AUDITING

Revised and Enlarged  
By Robert H. Montgomery, C. P. A.

The acknowledged authority in both England and America on all subjects connected with auditing. The present edition retains all the valuable matter of the first edition, revised and brought up to date, and in addition *over 200 pages of entirely new matter*. The subject treatment is (1) Auditing—Up to the Trial Balance; (2) Methods of Account; (3) Special Considerations in Different Classes of Audit; (4) Auditing—From Trial Balance to Balance Sheet; (5) Forms of Account and Balance Sheets; (6) What Are Profits? (7) The Attitude of the Auditor; (8) The Liabilities of Auditors; (9) Investigations; (10) Interest; (11) Professional Ethics; (12) C. P. A. Examination Questions. Contains 100 pages of model forms of Balance Sheets, Income and Profit and Loss Accounts, etc., etc. 6 x 9, 586 pages. 1909. Durable cloth, gold stamped. \$5.00 delivered.

## CORPORATE FINANCE and ACCOUNTING

By H. C. Bentley, C. P. A.

Every corporation treasurer and accountant should possess this book. It is a complete working manual covering the daily duties of these officials. In six parts, as follows: (1) The corporation treasurer, his legal status, the requirements of his office, his duties, powers and liabilities, his relation to corporate affairs in general, his bonding; (2) An extended exposition of the methods and forms for practical corporate accounting, describing the various forms of books and entries; (3) Corporate finances, including funds in general, bank deposits, checks and dividends; (4) Negotiable instruments, their nature and requisites, their general and special liabilities, their collection; (5) Corporate securities; (6) 44 model legal forms for signatures, checks, receipts, resolutions and certifications. 6 x 9. Buckram. 500 pp. \$4.00 delivered.



## A Manual of CORPORATE MANAGEMENT

By Thos. Conynghon of the N. Y. Bar

No corporation official can really afford to be without this book. It can be found immediately a clear, accurate, non-technical answer to any question concerning the legal side of corporate management. Tells the purposes, scope, and uses of the Charter and By-Laws: the rights, duties, powers and liabilities of Officers, Directors, and Stockholders under all circumstances; explains fully the issuance, sale, record and transfer of stock; tells how to conduct meetings; how to keep all books of record; and discusses such important matters as Committees, Dividends, Consolidations, Re-organization, etc. A safe guide in any state. Contains also over 200 model legal forms, covering practically every matter in corporation work requiring a form. Third Edition. 1909. 6 x 9. Buckram binding. \$3.50 delivered.

## CONDITIONAL SALES

By F. B. Haring of the Buffalo Bar

No concern which makes credit sales should be without this book. It states clearly the requirements for a valid contract of conditional sale in every state of the Union, whereby title to goods sold is retained in the vendor until payment has been made. This information is arranged under uniform headings giving Legal Status of Contracts, how to execute them, acknowledgment or proof required, recording or filing necessary, recording fee, renewals, discharge, Landlord's lien, criminal liability of vendee, action for money judgment, claim on fixtures, when vendor or vendee loses, etc. Approved forms of contracts, acknowledgements, etc. Used as a guide by hundreds of the largest concerns in the country. "Send us another copy," say Lyon & Healy, Chicago. 6 x 9. Buckram. 1909. \$5.00 delivered.



## A Manual of CORPORATE ORGANIZATION

By Thos. Conynghon of the N. Y. Bar

Explains clearly and in detail every step necessary for the organization and incorporation of a new company or the reorganization of an old one. Describes ends sought by incorporation: stock subscription lists and contracts; tells where to incorporate and the expense; detailed explanation of capitalization and the stock system and the status of stockholders; describes the nature and functions of the Charter and By-laws; tells how to conduct meetings; how to elect officers and directors, and defines their duties, powers and liabilities; full information for the protection of minority interests, protection of an inventor, underwriting, promoters, etc., etc. Accurate, authoritative, up-to-date, and entirely free from legal technicalities. Second Ed. 1908. 6 x 9. Buckram. \$3.00 delivered.

## FINANCING an ENTERPRISE

By Francis Cooper

A practical two-volume work telling how to secure capital and successfully promote a business enterprise of any kind. Vol. I describes conditions necessary for successful financing; tells how to investigate, protect, and capitalize an enterprise, discusses experimental work and model making. Vol. II tells best methods for securing money, privately, or publicly, by advertising; how to write a prospectus. Important chapters on stocks, bonds, incorporation, underwriting, etc. Written from 15 years' promoting experience. Only reliable work on the subject. Third edition. 1909. 543 pp. Buckram. Both vols. \$4.00 delivered. Either vol. singly \$2.00 delivered.



Complete Descriptive Circular of Any Book on Request

## THE RONALD PRESS COMPANY

Publishers of Business Books, and of  
THE BUSINESS WORLD, a magazine of Practical Business

Rooms 14-20  
229 Broadway, New York

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# Increase Your A•R•E•A

The following books are recommended by The Sheldon School for home reading and can be purchased from The Sheldon University Press, Libertyville, Illinois.

|                                                                            |         |
|----------------------------------------------------------------------------|---------|
| Art of Writing and Speaking the English Language; 4 Vols.....              | \$ 2.00 |
| As a Man Thinketh. Paper, 15 cents; cloth, 50 cents.....                   | 2.50    |
| A. B. Z. of Our Own Nutrition.....                                         | 1.00    |
| American Commonwealth.....                                                 | 1.75    |
| Art of Living Long.....                                                    | 1.50    |
| Art of Living in Good Health.....                                          | 1.35    |
| Art of Science of Advertising.....                                         | 2.00    |
| Art of Thinking.....                                                       | 1.00    |
| Adam Bede.....                                                             | 1.00    |
| As a Matter of Course.....                                                 | 1.00    |
| Auto Suggestion.....                                                       | 1.00    |
| Backbone, Ribbon-tied, Art Binding, 50 cents; Limp Leather, [de luxe]..... | 1.00    |
| Boy Wanted.....                                                            | 1.25    |
| Back in Harness.....                                                       | .50     |
| Brain Power Manual.....                                                    | 2.00    |
| Brain and Personality.....                                                 | 1.30    |
| Browning's Poems.....                                                      | .60     |
| Bryant's Poems.....                                                        | .75     |
| Business Law.....                                                          | 1.00    |
| Business Power.....                                                        |         |
| Business Short Cuts.....                                                   | 1.00    |
| Caxton Brochures.....                                                      | .14     |
| A Certain Rich Man.....                                                    | 1.50    |
| Character.....                                                             | 1.09    |
| Character Reader Vaughts.....                                              | 1.00    |
| Character Reader Symes.....                                                | .50     |
| The Clerk's Book.....                                                      | .25     |
| Common Sense of the Exact Sciences.....                                    | 1.50    |
| Corporate Management.....                                                  | 3.00    |
| Compendium of All Card Systems.....                                        | 3.00    |
| Corporate Organization.....                                                | 3.00    |
| Correspondence Course.....                                                 | 15.00   |
| Cosmic Consciousness.....                                                  | 4.00    |
| Creative Imagination.....                                                  | 1.75    |
| Credit and its Uses.....                                                   | 1.50    |
| The Crisis.....                                                            | 1.50    |
| David Copperfield.....                                                     | 1.00    |
| David Harum.....                                                           | 1.50    |
| Darrow's Farmington.....                                                   | 1.50    |
| Deserted Village.....                                                      | .50     |
| Dictionary of English Synonyms.....                                        | 2.00    |
| Dictionary of Philosophy and Psychology.....                               | 16.00   |
| Dictionary of Philosophy.....                                              | 10.00   |
| Diseases of the Will.....                                                  | .75     |
| The Doors of Life.....                                                     | 1.00    |
| The Dore Lectures.....                                                     |         |
| Duty.....                                                                  | 1.00    |
| Elementary Lessons in Electricity and Magnetism.....                       | 1.40    |
| Education of the Will.....                                                 | 1.50    |

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# THE BUSINESS PHILOSOPHER

|                                                                         |      |
|-------------------------------------------------------------------------|------|
| Elegy in a Country Churchyard.....                                      | .75  |
| Empire of Business.....                                                 | 3.00 |
| Emerson's Poems.....                                                    | .60  |
| Essay on the Creative Imagination.....                                  | 1.75 |
| Essentials of Elocution.....                                            | 1.25 |
| Everyman Magazine.....                                                  | 1.00 |
| Everyman a King.....                                                    | 1.00 |
| Evolution of General Ideas.....                                         | 1.25 |
| Evolution of the Soul.....                                              | 1.50 |
| Fiction .....                                                           | 1.50 |
| Financial Advertising.....                                              | 5.00 |
| Financing an Enterprise.....                                            | 4.00 |
| First Lessons in Finance.....                                           | 1.25 |
| Food and Dietetics.....                                                 | 3.00 |
| Form Paragraph Letter Writer.....                                       | 3.00 |
| Franklin's Biography.....                                               | 1.50 |
| Freedom of Life.....                                                    | 1.00 |
| Funds and Their Uses.....                                               | 1.25 |
| Ginger Talks.....                                                       | 2.00 |
| Good English Form Book.....                                             | 1.00 |
| God's Good Man.....                                                     | 1.50 |
| Grant .....                                                             | .75  |
| Hamlet .....                                                            | .25  |
| Hand Book of Oratory.....                                               | 3.50 |
| Happiness as Found in Forethought.....                                  | 1.00 |
| Harmonics of Evolution.....                                             | 2.00 |
| He Can, Who Thinks He Can.....                                          | 1.00 |
| Help Essays .....                                                       | .40  |
| History and Power of Mind.....                                          | 2.00 |
| History of Sculpture.....                                               | 1.50 |
| History of Architecture.....                                            | 2.00 |
| History of Modern Banks.....                                            | 4.00 |
| History of Paintings.....                                               | 1.50 |
| History of United States.....                                           | 1.00 |
| Homer's Illiad .....                                                    | 1.00 |
| Homer's Odyssey.....                                                    | 1.00 |
| House of Seven Gables.....                                              | 1.00 |
| How to Advertise a Retail Store.....                                    | 3.50 |
| How to Become Quick at Figures.....                                     | 1.00 |
| How to Develop Power and Personality.....                               | 1.25 |
| How to do Business as Business is Done in Great Commercial Centers..... | 1.00 |
| How to do Business by Letter.....                                       | 1.00 |
| How to Get Strong.....                                                  | 1.00 |
| How to Grow Success.....                                                | .50  |
| How They Succeeded.....                                                 | 1.50 |
| Huckleberry Finn .....                                                  | 1.75 |
| Human Culture.....                                                      | 1.20 |
| Human Nature Explained.....                                             | 1.00 |
| Humanism .....                                                          | 2.75 |
| Influence of Mind.....                                                  | .75  |
| Inspired Millionaires.....                                              | 1.25 |
| An Introductory Logic.....                                              | 1.10 |
| In Tune With the Infinite.....                                          | 1.25 |
| Jiu Jitsu.....                                                          | 1.00 |
| John Martin's Clerks.....                                               | .25  |
| Julius Cæsar.....                                                       | .20  |
| Lady of the Lake.....                                                   | 2.00 |
| Law of Mental Medicine.....                                             | 1.00 |
| Law of Psychic Phenomena.....                                           | 1.50 |
| Law of Suggestion.....                                                  | .75  |
| The Leopard's Spots.....                                                | .75  |
| Les Misérables.....                                                     | 1.00 |

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

## THE BUSINESS PHILOSOPHER

|                                                                          |       |
|--------------------------------------------------------------------------|-------|
| Letters From a Baseball Fan to His Son, Art Binding.....                 | .50   |
| Letters of a Self Made Merchant to His Son.....                          |       |
| Abraham Lincoln.....                                                     | .75   |
| Lincoln and Other Poems.....                                             | 1.00  |
| Lippincott's Reader's Reference.....                                     | 39.00 |
| Longfellow's Poems.....                                                  | 1.00  |
| The Making of the Great West.....                                        | 1.50  |
| Making of a Man.....                                                     | 1.25  |
| Making of a Merchant.....                                                | 1.50  |
| Making the Man Who Can.....                                              | .50   |
| Man Limitless.....                                                       | 1.25  |
| Manufacturing Costs.....                                                 | 2.00  |
| Man With the Hoe and Other Poems.....                                    | 1.00  |
| Marble Faun.....                                                         | 1.50  |
| Measure of Man.....                                                      | 1.20  |
| Memory Culture.....                                                      | 1.00  |
| Merchant of Venice.....                                                  | .20   |
| Mind's Attainment.....                                                   | 2.00  |
| Mind Power and Privileges.....                                           | 1.50  |
| Mind Training and Concentration.....                                     | 2.00  |
| Modern Advertising.....                                                  | 1.62  |
| Modern Bank.....                                                         | 1.50  |
| Modern Corporation.....                                                  | 2.00  |
| My Lady Beautiful.....                                                   | 1.10  |
| Mental Addition Simplified.....                                          | .50   |
| My Little Book of Prayer.....                                            | .50   |
| New Glutton and Epicure.....                                             | 1.00  |
| New Man and the 20th Century Problem.....                                | .25   |
| New Menticulture.....                                                    | 1.00  |
| Next Step in Evolution.....                                              | .50   |
| Ol' Doc Lint and Other Poems, Art Cloth, \$1.00; Leather, [de luxe]..... | 2.00  |
| Optimism.....                                                            | .75   |
| Organic Evolution.....                                                   | 2.00  |
| Othello.....                                                             | .56   |
| Other Wise Men.....                                                      | .80   |
| Outline of Cosmic Philosophy.....                                        | 8.00  |
| Our Invisible Supply.....                                                | 2.00  |
| Partnership Relations.....                                               | 2.00  |
| Perfect Health.....                                                      | 1.00  |
| Paths to Powers.....                                                     | 1.00  |
| Physiology of the Senses.....                                            | 1.50  |
| Plutarch's Lives.....                                                    | 1.50  |
| Politics for Young Americans.....                                        | .75   |
| Power of Success.....                                                    | 10.00 |
| Power Thru Repose.....                                                   | 1.00  |
| Power of Will.....                                                       | 3.18  |
| Practical Journalism.....                                                | 1.25  |
| Primer of Logic.....                                                     | .50   |
| Principles of the Mail Order Business.....                               | 1.00  |
| The Promoters.....                                                       | .75   |
| Psychological Principals of Education.....                               | 1.75  |
| Prosperity Thru Thot Force.....                                          | 1.00  |
| Psychology of Attention.....                                             | .75   |
| Psychology of Advertising.....                                           | 2.00  |
| Psychic Treatment.....                                                   | 3.00  |
| Psychology.....                                                          | 1.60  |
| Psychology of the Emotions.....                                          | 1.50  |
| Psychological Principles of Education.....                               | 1.75  |

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"



# THE BUSINESS PHILOSOPHER

|                                                          |      |
|----------------------------------------------------------|------|
| Psychology of Public Speaking.....                       | 1.25 |
| Psychology of Suggestion.....                            | 1.75 |
| Great Psychological Crime.....                           | 2.00 |
| Pushing Your Business.....                               | 1.00 |
| Riley's Poems.....                                       |      |
| Romeo and Juliet.....                                    | .56  |
| Rules of Order.....                                      | .75  |
| Right and Wrong Thinking.....                            | 1.50 |
| Ropp's Commercial Calculator.....                        | 1.00 |
| Sales Plans.....                                         | 2.50 |
| Sales Promotion.....                                     | 1.00 |
| Scarlet Letter.....                                      | 1.00 |
| Science of Organization.....                             | 3.00 |
| Six Hundred Talking Points; 2 Vols.....                  | 4.00 |
| Scientific Living.....                                   |      |
| Scott's Poems.....                                       | 1.75 |
| Self Culture.....                                        | 1.00 |
| Self Help.....                                           | 1.00 |
| Soul of Man.....                                         | 1.50 |
| Story of Creation.....                                   | 1.25 |
| The Steam Engine.....                                    | 3.75 |
| The Story of Creation.....                               | 1.25 |
| The Story of Electricity.....                            | .35  |
| Story of a Grain of Wheat.....                           | 1.00 |
| Story of The Mind.....                                   | .35  |
| Story of a Piece of Coal.....                            | .35  |
| Success in Letter Writing.....                           | 1.00 |
| Successful Agent.....                                    | 2.00 |
| 100,000 Synonyms and Antonyms.....                       | 1.00 |
| Talks by the Old Storekeeper.....                        | .50  |
| Talks on Writing English.....                            | 1.50 |
| Talks on Writing English.....                            | 1.30 |
| The Great Work.....                                      | 2.00 |
| The Tempest.....                                         | .56  |
| Thot Force.....                                          | 1.00 |
| Thought Vibration.....                                   | 1.00 |
| Thoughts on Business.....                                | 1.25 |
| Thusnelda.....                                           | .75  |
| Tennyson's Poems.....                                    | .60  |
| That Last Waif.....                                      | 1.00 |
| Theory of Advertising.....                               | 2.00 |
| The Theory of Business Enterprise.....                   | 1.50 |
| Transaction of Business.....                             | 1.00 |
| Treasures of Truth, Art Boards, 75 cents; [de luxe]..... | 1.00 |
| 20th Century Dictionary.....                             |      |
| Uncooked Foods.....                                      | 1.00 |
| Unwritten Meanings of Words.....                         | 2.00 |
| Washington, George.....                                  | .75  |
| Whittier Poems.....                                      | 1.50 |
| Works and Days.....                                      | 1.25 |
| Wood Study.....                                          | .50  |
| Words, Their Use and Abuse.....                          | 2.00 |
| Wordsworth's Poems.....                                  | 1.75 |
| Worth While Series.....                                  | .35  |
| The Young Man's Affairs.....                             | 1.00 |
| The Young Man and the World.....                         | 1.62 |

SAY—"I SAW IT IN THE BUSINESS PHILOSOPHER"

# If These Men Know it, Don't ? You Want to Know it Too .... !

PROF. FLOURNOY, of the University of Geneva, Switzerland, says of it: "We have nothing so well done in French."

PROF. RICHET, of Paris, France—"I have read it with the keenest interest."

PROF. MAX DESSOIR, of Berlin, Germany—"I was especially pleased with its sound, original ideas."

PROF. SCHILLER, of Corpus Christi College, Oxford, England—"I was particularly pleased with this book."

DR. VAN EEDEN, Amsterdam, Holland—"The sort of a book I considered absolutely necessary for the enlightenment of the public on this important subject."

PROF. BARRETT, of the Royal College of Sciences for Ireland—"I trust this work will really have the wide circulation it deserves."

SIR WILLIAM CROOKES, F. R. S., of London—"This book should be read with the utmost interest and care."

DR. I. K. FUNK, of Funk and Wagnalls, New York—"A strong book on a most vital subject."

MORTON C. PRINCE, M. D., of Boston—"I am sure it is destined to do a great deal of good."

HON. LYMAN J. GAGE, banker, ex-secretary of the U. S. treasury—"It has made good its purpose, which cannot be said of all books."

PROF. ELMER GATES, of Washington, D. C.—"It is the best simple statement of the subject extant."

REV. SAMUEL FALLOWS, D. D., LL. D., Presiding Bishop Episcopal Church, Chicago—"Practical, reliable, and has rendered a great service to the world."

REV. NEWELL DWIGHT HILLIS, D. D., Brooklyn, N. Y.—"Fills a real want. All persons will find it most suggestive and helpful."

REV. H. W. THOMAS, D. D., Ph. D., Chicago—"It reaches the heights of a singular power over its readers. There is certainly coming, and very near, a new birth of life."

ELBERT HUBBARD, East Aurora, N. Y.—"It shows a sure insight into the heart of things that is bound to make the world better."

## *What Are They Talking About?*

About a New Book by Dr. Stanley  
LeFevre Krebs entitled

## **"The Law of Suggestion"**

If you wish we can get a copy for you, cloth-bound, post-paid,  
for 75 cents. (Stamps, check or money-order.)

**Sheldon University Press, Libertyville, Illinois**



**I**n moments of  
supreme test,  
remember that  
what others  
dare, you can  
dare. —*Sheldon*